

Emptying Service Competency Framework



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Emptyers are an essential part of the non-sewered sanitation service chain. They are more than sanitation workers; they are educators, behavior change practitioners, and public health professionals tasked with protecting the health, wellbeing, and dignity of the communities they serve.

Fulfilling all of these important functions is not easy. Emptying is a challenging job that involves far more than simply transporting fecal sludge from pits to treatment facilities.

In order to be successful, emptying service providers must:

- Manage huge risks to both personal and public health and safety.
- Have the financial, administrative, and communication skills required to run a profitable and sustainable business.
- Meet client expectations of being on-time, professional, courteous, and able to anticipate their needs.
- Understand and adhere to rules and regulations set out by their municipality and utility.
- Coordinate and interact with other existing actors all along the sanitation service chain.

Accomplishing these objectives is only possible with support.

This competency framework is designed to be a tool for emptying service providers, and the capacity development organizations that work with them, to understand the knowledge, skills, and abilities required to deliver a high-quality service.

This competency framework can be used by:

1. Emptyers and capacity development organizations to structure professional development activities for emptying service providers, by outlining required knowledge, skills, and abilities.
2. Municipalities and utilities to begin thinking about the certification of emptying businesses by outlining all that is required to deliver a high-quality emptying service.



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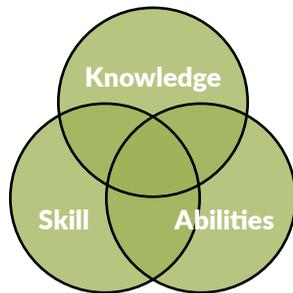
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This competency framework was developed in partnership with representatives of the Pan African Association of Sanitation Actors (PASA). At CAWST we are still learning about emptying, if you use this framework, share your experience with us at kjames@cawst.org

ABOUT THIS TOOL

What is a competency?

Competencies are the combined knowledge, skills, and abilities (KSA) that are required for people to effectively do their job.



Knowledge encompasses the things that people must understand. Facts and concepts fall into the knowledge category. Skill represents the things that people must be able to physically do. An example of a skill is being able to drive a truck or write a report. Abilities refers to the innate personal and social qualities required for a job. Showing respect for differing opinions is an ability, for example.

This framework classifies the variety of competencies that are necessary to successfully run an emptying business into four categories: competencies related to operations and maintenance, finances, business administration, and those related to stakeholder engagement.

Operation & Maintenance

An emptying service requires the operation and maintenance of highly technical equipment. This includes the process of selecting, sourcing, buying, operating and maintaining emptying equipment, and on staying safe and healthy while delivering emptying services.

Finances:

An emptying service requires effective management of financial resources to remain viable. This domain identifies the knowledge, skills, and abilities required to run a financially stable emptying service, including: accounting and budgeting; managing contracts including negotiations, paperwork, and legal documents; and identifying and applying for different types of funding.

Business administration:

Running an effective emptying business requires the ability to professionally manage relationships with clients, staff, and regulatory agencies. This competency domain outlines what is involved in managing a business' human resources, explores contract management, and explores what data is required, and how it should be used to ensure the smooth, and legal, operation of the business.

Stakeholder Engagement:

Much of the success of an emptying business relies on managing positive relationships with a whole range of different stakeholders; from branding your business and marketing your services, to collaborating with the local regulating authority, delivering courteous and professional customer service. This competency domain looks at what is involved in communicating with and engaging others effectively.





Each role within a business has its own set of competencies. Some of the knowledge, skills, and abilities overlap between roles. Others are specific to the role. For small businesses, one person will play multiple roles, and therefore requires multiple competencies. Larger businesses may allow for more specialized roles requiring fewer competencies.

OPERATIONS AND MAINTENANCE:

Procurement of Technology

Each emptying business has unique needs in terms of technology. The most appropriate emptying tool will depend on context, type and location of customers, typical sludge characteristics, and the available budget. This competency domain outlines the knowledge, skills, and abilities involved in selecting and procuring an appropriate technology.

Operation of Technology

A large part of an emptying service is being able to safely operate equipment to empty a pit and transport sludge for treatment. This competency domain outlines what is required to plan and execute a successful emptying service.

Maintenance of Technology

Delivering an emptying service is a tough and messy job, and equipment can quickly experience a lot of wear and tear. Keeping equipment in good working order is essential to the longevity of the business. This competency domain outlines what is required to assess, plan, complete, and track technology maintenance needs.

Health and Safety

Emptying is a dangerous profession. Emptiers often work with heavy equipment, and are in close contact with hazardous wastes. This competency domain outlines the knowledge, skills, and abilities required to anticipate health and safety risks, develop plans and procedures to mitigate these risks, and then respond appropriately in case of emergency.

FINANCES:**Accounting and Budgeting**

An accounting system ensures that business owners can keep track of what they own, where money is being spent, who owes the company money, and to whom money is owed. An effective accounting system can be simple, but it does require that owners set up their books, arrange timely payments to vendors and government, coordinate staff payroll, and establish procedures for collecting payments from customers. The benefit of having a well-managed accounting system is that owners can make business decisions based on accurate and up-to-date financial data.

Funding

Starting up, growing, and even just running an emptying business often requires access to large amounts of capital. Securing necessary funding to purchase or repair equipment, offer services to under served communities, and invest in the professional development of staff can often be one of the biggest challenges facing emptiers. This competency domain outlines knowledge, skills, and abilities required to identify different sources of funding, develop compelling proposals or applications, and manage your business to be eligible for funding.

Human Resources

Running an emptying business involves building a strong team, supporting the professional development of staff members, and ensuring everyone is adhering to expected standards.. This competency domain explores all the knowledge, skills, and abilities to effectively manage human resources for your business

BUSINESS ADMINISTRATION:**Contract Management**

The importance of effective contract management and execution cannot be understated as contractual disputes can have costly implications. A strong understanding of the benefits of contractual agreements and the laws that bind them, along with the ability to write and negotiate terms and conditions will help service providers safeguard their businesses.

Data Management

Emptying businesses have access to and generate a lot of important data. This might include client names, contact information, and estimated date of next service—which is important for businesses to plan and sell their services. It also might include volume of sludge emptied and then discharged at the fecal sludge treatment plant—a number which is often required reporting by regulating bodies. This competency domain covers the knowledge, skills, and abilities involved in identifying essential data, and then collecting, storing, and using this data effectively.





STAKEHOLDER ENGAGEMENT:

Communications Strategy

Emptying businesses need to communicate effectively with a diverse range of audiences, including the municipality, utility, existing and potential customers, and other businesses. The purpose of this communication might be to advocate for the important role emptiers play, promote and sell their services, or educate customers on the proper use of their on-site systems. This competency domain outlines what is required to plan and execute an effective business communications strategy.

Local Governing Authority

A high-quality emptying service is one that is well-integrated and coordinated within the sanitation service chain. In order to achieve this, emptying business owners or managers must understand the expectations of the local governing authority—which might be the utility or municipality. These rules, regulations, and expectations need to be adhered to in their day to day operations. This competency domain outlines the knowledge, skills, and abilities required to manage and sustain the relationship between the business and the regulatory authorities.

Customer Service

Just like with any other business, customers of emptying businesses have expectations for the type of service they would like to receive; timely, professional, courteous, and reliable. This domain outlines all the knowledge, skills, and abilities required to ensure emptying businesses understand, anticipate, and meet customer expectations.

Marketing

In order to attract and retain clients, emptying businesses need to understand why and how to promote and sell their services. This group of competencies focuses on the knowledge, skills, and abilities required to determine a business's brand identity, as well as develop, enact, and uphold a marketing strategy.



Operation & Maintenance

Procurement of technology	Maintenance of technology
Operation of technology	Health and safety

Finances

Accounting and budgeting	Human resources
Funding	

Business Administration

Contract Management	Data management
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Stakeholder Engagement

Communications strategy	Customer service
Local government authority	Marketing





OPERATION & MAINTENANCE

	Knowledge	Skills	Ability
Procurement of technology	<ul style="list-style-type: none"> <input type="checkbox"/> Identify characteristics that influence the quality and appropriateness of a technology <input type="checkbox"/> Identify national, regional and international suppliers of emptying technologies <input type="checkbox"/> Describe innovations in emptying technologies <input type="checkbox"/> Explain regulations, certifications, and standards for vehicles and other technology options <input type="checkbox"/> Select emptying technologies based on quality, price, regulation and appropriateness for the needs of customers and emptier 	<ul style="list-style-type: none"> <input type="checkbox"/> Order supplies by telephone, paper-based and electronic formats <input type="checkbox"/> Perform quality check of technology <input type="checkbox"/> Negotiate with suppliers 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop relationships with suppliers <input type="checkbox"/> Demonstrate assertiveness in negotiations <input type="checkbox"/> Demonstrate commitment to accuracy when completing requisition forms

Competency Development Activities

OPERATION & MAINTENANCE

	Knowledge	Skills	Ability
Operation of technology	<ul style="list-style-type: none"> <input type="checkbox"/> Explain rules and regulations for driving and operating emptying technologies <input type="checkbox"/> Select the most efficient route to client location or disposal site <input type="checkbox"/> Assess access to pit or tank <input type="checkbox"/> Describe the features of the emptying technology (pump, GPS) to ensure correct use <input type="checkbox"/> Assess fecal sludge characteristics for viscosity and solid waste 	<ul style="list-style-type: none"> <input type="checkbox"/> Drive an emptying truck, motorbike or tricycle <input type="checkbox"/> Operate the emptying technologies according to guidelines <input type="checkbox"/> Navigate to a client's location using a map or GPS <input type="checkbox"/> Empty on-site systems based on assessment of access needs and fecal sludge characteristics 	<ul style="list-style-type: none"> <input type="checkbox"/> Commit to safe service delivery <input type="checkbox"/> Comply with transportation related laws and regulations <input type="checkbox"/> Comply with disposal related laws and regulations <input type="checkbox"/> Respect household and company property during service delivery <input type="checkbox"/> Promote an organization wide culture of safety

Competency Development Activities





OPERATION & MAINTENANCE

	Knowledge	Skills	Ability
Maintenance of technology	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the maintenance needs of an emptying technology <input type="checkbox"/> Identify national, regional and international suppliers of spare parts for an emptying technology <input type="checkbox"/> Select spare parts based on quality, price and local regulations <input type="checkbox"/> Evaluate a mechanic's competency <input type="checkbox"/> Develop a maintenance plan for each technology used by the business 	<ul style="list-style-type: none"> <input type="checkbox"/> Diagnose problems with the emptying technologies <input type="checkbox"/> Perform basic repairs and maintenance on emptying technologies <input type="checkbox"/> Complete a maintenance report <input type="checkbox"/> Order spare parts according to company policy <input type="checkbox"/> Monitor compliance with the maintenance plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop working relationships with mechanics to improve the quality of services rendered <input type="checkbox"/> Notice changes in the performance of a technology <input type="checkbox"/> Value the importance of regular maintenance <input type="checkbox"/> Think critically through a technical problem <input type="checkbox"/> Promote a culture of respect for maintaining technologies

Competency Development Activities

OPERATION & MAINTENANCE

	Knowledge	Skills	Ability
Health and safety	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the transmission routes of fecal pathogens and their impact on human health <input type="checkbox"/> Analyze health and safety risks associated with providing an emptying service <input type="checkbox"/> Explain the importance of immunizations, PPE, and regular medical check-ups to reduce health risks related to emptying fecal sludge <input type="checkbox"/> Explain the occupational health and safety rights of emptiers <input type="checkbox"/> Explain the dangers of using alcohol and drugs while on the job <input type="checkbox"/> Explain when and how to seek assistance in emergency situations <input type="checkbox"/> Explain the benefits of correctly using personal protective equipment <input type="checkbox"/> Develop an occupational health and safety plan that outlines prevention and response measures 	<ul style="list-style-type: none"> <input type="checkbox"/> Bring attention to potential risks and hazards to health and safety <input type="checkbox"/> Demonstrate how to properly put on and take off personal protective equipment <input type="checkbox"/> Provide basic first aid as needed <input type="checkbox"/> Clean spills and splashes of fecal sludge correctly <input type="checkbox"/> Report incidents verbally or in written form <input type="checkbox"/> Wear personal protective equipment (PPE) every time a pit or tank is emptied <input type="checkbox"/> Use safety equipment and/ or call public services to respond to an emergency situation <input type="checkbox"/> Advise the customer on proper use of on-site systems to reduce risks to the health of the household and the emptier <input type="checkbox"/> Enforce compliance with the occupational health and safety policies and procedures <input type="checkbox"/> Train staff on health and safety standards <input type="checkbox"/> Wash emptying equipment, PPE, hands and other body parts with soap and/ or disinfectant after an emptying service 	<ul style="list-style-type: none"> <input type="checkbox"/> Adhere to operational health and safety policies and standards <input type="checkbox"/> Promote health and safety standards across the business <input type="checkbox"/> Demonstrate self-care by attending regular medical check ups and ensuring vaccinations are up to date <input type="checkbox"/> Choose to hold others accountable to safety standards <input type="checkbox"/> Exemplify self-care by adhering to health and safety protocols



FINANCES

	Knowledge	Skills	Ability
Accounting and budgeting	<ul style="list-style-type: none"> <input type="checkbox"/> Outline key steps in the business start up process <input type="checkbox"/> Explain tax requirements <input type="checkbox"/> Explain the importance of recording and tracking income and expenditures <input type="checkbox"/> Explain the importance of collecting service fees in a timely manner <input type="checkbox"/> Explain the implications of different ownership types (sole proprietor, partnership, corporation, and limited liability corporation) <input type="checkbox"/> Explain when and why to have accounts audited <input type="checkbox"/> Explain the importance of budgets for an emptying business <input type="checkbox"/> Analyze financial data to guide strategies and develop budgets 	<ul style="list-style-type: none"> <input type="checkbox"/> Set up banking based on business type <input type="checkbox"/> Set up a book keeping system <input type="checkbox"/> Submit taxes as required by legislation <input type="checkbox"/> Prepare detailed reports (ledgers and balance sheets) <input type="checkbox"/> Use a filing system for tracking transactions, cash, and receipts <input type="checkbox"/> Manage payroll activities to ensure accurate and on-time payments to employees <input type="checkbox"/> Make decisions based on financial reports <input type="checkbox"/> Use accounting software to manage financial data 	<ul style="list-style-type: none"> <input type="checkbox"/> Model rigour and attention to detail through accurate and timely recording, reporting and payments <input type="checkbox"/> Commit to honest and transparent financial transactions and reporting <input type="checkbox"/> Comply with tax regulations

Competency Development Activities

FINANCES

	Knowledge	Skills	Ability
Funding	<ul style="list-style-type: none"> <input type="checkbox"/> Explain financial terminology <input type="checkbox"/> Identify potential funding sources, including loans, credit, grants, and service level agreements (SLAs) <input type="checkbox"/> Explain the types of loans available <input type="checkbox"/> Explain how interest rates impact cash flow and profits <input type="checkbox"/> Select an appropriate funding source based on eligibility requirements and business needs 	<ul style="list-style-type: none"> <input type="checkbox"/> Use financial terminology <input type="checkbox"/> Predict future funding needs <input type="checkbox"/> Write a funding application / proposal, including financials <input type="checkbox"/> Persuade funders of the viability and profitability of an emptying business <input type="checkbox"/> Analyze contract terms and conditions for the financial implications <input type="checkbox"/> Manage contract according to the terms and conditions 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate persistence when facing obstacles pertaining to funding <input type="checkbox"/> Adhere to contractual obligations <input type="checkbox"/> Demonstrate attention to detail <input type="checkbox"/> Demonstrate a willingness to take calculated risks

Competency Development Activities





FINANCES

	Knowledge	Skills	Ability
Human resources	<ul style="list-style-type: none"> <input type="checkbox"/> Explain employment laws/ standards <input type="checkbox"/> Explain the importance of accountability to organizational values, policies, and procedures <input type="checkbox"/> Explain the importance of continuing professional development <input type="checkbox"/> Explain the importance of organizational culture and staff morale for a successful business <input type="checkbox"/> Explain the best practices for recruitment and orientation <input type="checkbox"/> Develop an organizational structure and human resource plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor organizational culture and morale <input type="checkbox"/> Establish clear roles and responsibilities for each job description <input type="checkbox"/> Build an effective team by hiring qualified candidates for each role in the organization 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote accountability across the business <input type="checkbox"/> Pursues professional development opportunities <input type="checkbox"/> Lead by example <input type="checkbox"/> Promotes a learning culture within the organization by providing professional development opportunities <input type="checkbox"/> Moderate emotions when dealing with stressful situations <input type="checkbox"/> Model a friendly and open but firm demeanor

Competency Development Activities

BUSINESS ADMINISTRATION

	Knowledge	Skills	Ability
Contract Management	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the benefits of contractual agreements <input type="checkbox"/> Explain the laws related to contractual agreements <input type="checkbox"/> Describe the elements of a contract <input type="checkbox"/> Evaluate the terms and conditions of a contract <input type="checkbox"/> Assess when a contract is necessary or beneficial <input type="checkbox"/> Explain when and how to amend a contract <input type="checkbox"/> Assess risks related to the contract 	<ul style="list-style-type: none"> <input type="checkbox"/> Write a clear contract to ensure mutual understanding of what is expected <input type="checkbox"/> Negotiate the terms, conditions, and changes of a contract <input type="checkbox"/> Develop a record keeping system for all contracts and related communications <input type="checkbox"/> Monitor compliance with contract terms and conditions <input type="checkbox"/> Resolve contractual disputes <input type="checkbox"/> Develop a risk mitigation plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Model accountability to the terms of a contract <input type="checkbox"/> Ground negotiations in ethics and mutual respect <input type="checkbox"/> Attend to contract details <input type="checkbox"/> Facilitate clear communication between contract parties

Competency Development Activities





BUSINESS ADMINISTRATION

	Knowledge	Skills	Ability
Data management	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the various data needs of the organization (e.g. number of trips, customer feedback, etc) <input type="checkbox"/> Explain local data reporting requirements <input type="checkbox"/> Explain the importance of security and privacy with data management <input type="checkbox"/> Explain legal requirements governing data storage 	<ul style="list-style-type: none"> <input type="checkbox"/> Record key details of interactions with clients <input type="checkbox"/> Collect data according to organizational policies <input type="checkbox"/> Develop a data management system for the organization <input type="checkbox"/> Use information technologies in line with company policies <input type="checkbox"/> Enter service delivery data accurately according to organizational requirements <input type="checkbox"/> Update the data management system based on organizational needs <input type="checkbox"/> Update data management softwares as required by the software and the needs of the organization <input type="checkbox"/> Use data to inform business decisions <input type="checkbox"/> Develop policies related to organizational data management 	<ul style="list-style-type: none"> <input type="checkbox"/> Value the privacy and security of personal data <input type="checkbox"/> Demonstrate attention to detail and consistency in data entry and management <input type="checkbox"/> Commit to preserve the integrity and ethical use of data

Competency Development Activities

STAKEHOLDER ENGAGEMENT

	Knowledge	Skills	Ability
Communication strategy	<ul style="list-style-type: none"> <input type="checkbox"/> Describe the stakeholders who need to be communicated with to deliver emptying services effectively <input type="checkbox"/> Explain the importance of good communication to maintaining a relationship <input type="checkbox"/> Compare the advantages and disadvantages of different communication tools <input type="checkbox"/> Explain factors that impact communications 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop communication plans for different stakeholder groups <input type="checkbox"/> Listen to stakeholders concerns and desires to respond appropriately to their needs <input type="checkbox"/> Adjust communication style depending on the stakeholder <input type="checkbox"/> Execute communication plans for different stakeholder groups <input type="checkbox"/> Resolve miscommunications 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate diplomacy in all communications <input type="checkbox"/> Maintain flexibility in challenging situations <input type="checkbox"/> Exemplify open-mindedness

Competency Development Activities





STAKEHOLDER ENGAGEMENT

	Knowledge	Skills	Ability
Local government authority	<ul style="list-style-type: none"> <input type="checkbox"/> Explain licensing and permit requirements <input type="checkbox"/> Describe the local institutional arrangements <input type="checkbox"/> Describe the roles and responsibilities of key actors involved in sanitation <input type="checkbox"/> Assess sanitation situation to identify opportunities to engage with local authorities <input type="checkbox"/> Describe regulations related to emptying and consequences for breaches 	<ul style="list-style-type: none"> <input type="checkbox"/> Advocate for FSM as a complement to sewerage sanitation <input type="checkbox"/> Advocate local authorities to include emptiers in all planning, policy and regulation related discussions <input type="checkbox"/> Coordinate service delivery with other relevant actors <input type="checkbox"/> Obtain necessary licenses or permits <input type="checkbox"/> Convince authorities to consider alternate service delivery models 	<ul style="list-style-type: none"> <input type="checkbox"/> Model confidence when dealing with authorities <input type="checkbox"/> Demonstrate pride in the profession <input type="checkbox"/> Influence others through persuasiveness <input type="checkbox"/> Follow through on commitments <input type="checkbox"/> Model persistence when striving for goals

Competency Development Activities

STAKEHOLDER ENGAGEMENT

	Knowledge	Skills	Ability
Customer service	<ul style="list-style-type: none"> <input type="checkbox"/> Describe the proper use and maintenance of their on-site system <input type="checkbox"/> Describe customer expectations from an emptying service <input type="checkbox"/> Explain the importance of maintaining a professional image 	<ul style="list-style-type: none"> <input type="checkbox"/> Create a welcoming environment for in-person clients, callers, and emailers <input type="checkbox"/> Educate households on the proper use and maintenance of their on-site system <input type="checkbox"/> Perform service according to expectations <input type="checkbox"/> Communicate terms of service and payment to customers <input type="checkbox"/> Advocate importance of safe emptying to public health 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote culture of continuous improvement <input type="checkbox"/> Commit to posted work hours <input type="checkbox"/> Appreciate the importance of customers to the business <input type="checkbox"/> Commit to timeliness and efficiency <input type="checkbox"/> Model professionalism in all interactions with customers. <input type="checkbox"/> Promote emptying as a professional service

Competency Development Activities





STAKEHOLDER ENGAGEMENT

	Knowledge	Skills	Ability
Marketing	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the importance of understanding the client's needs and wants <input type="checkbox"/> Describe the benefit of branding and marketing <input type="checkbox"/> Compare different channels, approaches, and tools for marketing <input type="checkbox"/> Explain the common motivators and barriers for households/ institutions to empty their pit or tank <input type="checkbox"/> Recognize how individual actions affect the reputation of the brand <input type="checkbox"/> Explain the importance of tracking the effectiveness of marketing campaigns 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a short and long term marketing strategy <input type="checkbox"/> Integrate the brand into marketing activities and materials <input type="checkbox"/> Monitor effectiveness of marketing strategy <input type="checkbox"/> Execute a marketing strategy 	<ul style="list-style-type: none"> <input type="checkbox"/> Exemplify the values of the brand <input type="checkbox"/> Think creatively

Competency Development Activities

Emptier





CAWST, the Centre for Affordable Water and Sanitation Technology, is a nonprofit organization that provides training and consulting to organizations working directly with populations in low and middle income countries who lack access to clean water and basic sanitation.

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