

## **IOSH Instruction**

IACSP 03-02-002 IOSH Strategic Partnership Program for Worker Safety and Health

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# **IOSH NOTICE**

**Workforce Development Department  
(IOSH)**

**Iowa Occupational Safety and Health**

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I. **Purpose.** The OSHA Strategic Partnership Program (OSPP) for Worker Safety and Health was designed to broaden the impact of cooperative programs on worker safety and health by reaching out to groups of employers, employees, and labor organizations. Experience has validated the significant value of the OSPP’s collaborative approach, generated considerable public interest and support, shown some notable success, but also has revealed the need for certain changes and improvements. Therefore, IOSH is issuing this instruction to update the policy for the development, approval, and operation of individual IOSH Strategic Partnerships (ISPs), as well as provide guidelines for the ongoing management of the overall program.

This instruction states IOSH’s general policy for ISPs but does not bind IOSH to approve or disapprove any particular proposed ISP agreement. Nor does it limit IOSH’s discretion to enter into cooperative agreements that are not ISPs and do not meet the criteria listed within this instruction. This instruction is intended for the internal management of IOSH and does not create any rights, obligations, or duties on private parties, nor is it intended to create any right to judicial review.

II. **Scope.** This instruction applies to the State of Iowa.

III. **Cancellation.** This instruction cancels previous partnership program documents, specifically the IOSH Construction Partnership Program Packet dated September 5, 2000.

IV. **Significant Changes.**

A. IOSH has changed its definition of an IOSH Strategic Partnership by streamlining the core elements, which are required for all ISPs. This simplification not only brings greater clarity to the program, but also provides a more flexible structure

that will enable ISP developers to craft agreements best suited to meet their specific needs.

- B. IOSH has expanded the options to verify ISP performance using offsite and onsite non-enforcement verification methods and onsite enforcement inspections.
- C. Benefits include expanded opportunities to delete partners from IOSH's programmed inspection lists, to defer programmed inspections, and to conduct limited scope inspections and onsite technical assistance to help partners achieve ISP goals. These benefits are tied to partner performance in implementing their responsibilities under the Act.
- D. An ISP must be a written agreement. Any employer, employer group, employees or employee organization involved in an ISP must sign individual ISP's.
- E. This revision more clearly defines the responsibilities of IOSH in the development, operation, and oversight of both individual ISPs and the overall program.
- F. IOSH will designate a Primary Contact to serve as the point of contact for the ISP.
- G. A new format for the Annual Evaluation Report has been developed to standardize the process and ensure that the ISP data collected is useful and consistent. This data can be analyzed to demonstrate quantitative results of the ISP and evaluate success in meeting goals.
- H. This instruction becomes effective on the date of publication. ISPs established before the effective date of this instruction have up to one year to comply with the new requirements. ISPs established or renewed after the effective date must be in compliance to be approved or renewed.

**V. References.**

- A. Iowa Occupational Safety and Health Act, Iowa Code Chapter 88 (2005). (hereinafter referred to as the Act)
- B. FY 2002 Pilot Program for Expedited Informal Settlement Agreements (EISAs) February 26, 2002.
- C. OSHA Safety and Health Program Management Guidelines, FRN 54:3904-3916, January 26, 1989.
- D. IOSH Instruction IACPL 2.103, August 1, 2004, IOSH Field Inspection Reference Manual (FIRM).

- E. IOSH Instruction CPL 2.25I, Change 1, April 17, 2001, Scheduling System for Programmed Inspections.
- F. OSHA Instruction CPL 2-0.124 (CPL 02-00-124), December 10, 1999 Multi-Employer Citation Policy.
- G. IOSH Strategic Management Plan 2003 – 2008.

## VI. **Definitions.**

- A. *Annual Evaluation.* A yearly self-assessment to gauge the effectiveness of each ISP. This assessment is conducted using the standardized ISPP Annual Partnership Evaluation Report, which contains the minimum data necessary to evaluate the effectiveness of an ISP agreement.
- B. *IOSH Strategic Partnership (ISP).* An IOSH Strategic Partnership is an extended voluntary cooperative relationship between IOSH and employers, employer groups, employees and employee organizations designed to encourage, assist, and recognize efforts to eliminate serious hazards and achieve a high degree of worker safety and health. This program is available to all private sector industries and government agencies where IOSH has jurisdiction. ISPs may be designed to address recognized hazards at a partner's worksite or one or more hazards of particular concern. An ISP can assist partners in the reduction of injuries and illnesses through the long-term development of effective safety and health management systems that address hazards in accordance with the Act. ISPs are formalized through written agreements that last for a specified period of time. All the elements identified in Section X.B of this instruction must be addressed in the ISP agreement.
- C. *Safety and Health Management System.* A method of preventing worker fatalities, injuries and illnesses through the ongoing planning, implementation, integration, and control of four interdependent elements: Management Leadership and Employee Involvement; Worksite Analysis; Hazard Prevention and Control and Safety and Health Training.
- D. *Programmed Inspections.* Enforcement inspections of worksites that have been scheduled based upon objective or neutral selection criteria. These worksites are selected according to the State scheduling plans for safety and health or special emphasis programs. (IOSH Instruction CPL 2.25I).

## VII. **Background.**

The IOSH Strategic Partnership Program for Worker Safety and Health is an initiative that seeks to reduce occupational fatalities, injuries and illnesses as well as improve worker protections by engaging employer groups, individual employers, employees and employee groups in formal, cooperative relationships with IOSH to carry out the purposes of the Act.

The ISPP provides the infrastructure of policy and procedure for the building of relationships, known as IOSH Strategic Partnerships or ISPs, and for the management of both individual ISPs and the overall effort. A cornerstone of the program is the development and continued improvement of the partners' workplace safety and health management system. ISPs aim to have a measurable, positive impact on the workplace by preventing or reducing occupational fatalities, injuries and illnesses. ISPs do this in a variety of ways; for example, they may:

- Help participants establish an effective safety and health management system.
- Train managers and employees on the hazards common to their industry, recognition of actual hazards at their worksite, and ways to eliminate or control these hazards.
- Create ways to share expertise and other resources among participating employers and other partners.
- Establish goals and measures to evaluate program impacts on reduction of workplace illness and injury rates.

An ISP should support the goals of the IOSH Strategic Management Plan, make the best use of IOSH's resources, leverage stakeholder resources, and impact a large number of workers.

#### **VIII. Distinguishing ISPs from Other IOSH Programs/Activities.**

- A. *Enforcement Initiatives.* IOSH's Local and National Emphasis Programs, programmed inspection plans, and other enforcement activities are not ISPs and will not be reported or counted as such. ISPs are purely voluntary activities that are developed and operated jointly and cooperatively by IOSH and its partners.
- B. *IOSH Cooperative Programs.* IOSH recognizes that its other cooperative programs (e.g., Voluntary Protection Programs, Consultation and Alliances) are valuable and desirable activities. The ISPP is designed to complement these other programs and to give private sector industries and public sector agencies increased opportunities to participate in these innovative programs and to find prudent solutions to worker safety and health issues.
- C. *Other Cooperative Initiatives/Activities.* IOSH may also participate in a number of other voluntary activities and many forms of compliance assistance involving employers, employees, employee representatives, and other stakeholders, including: conducting training at the request of a local labor union or employer group; providing technical assistance at the request of an employer; and partaking in safety and health forums with industry representatives. Although essential for enhancing worker safety and health, such initiatives typically are short-term activities or lack the measurable impacts that characterize ISPs.

## IX. Program Roles and Responsibilities.

- A. The IOSH Office plays a key role in supporting the ISPP, including the following activities.
1. Working toward meeting goals set by the IOSH Strategic Management Plan and the Labor Commissioner regarding ISPP growth, development and management.
  2. Maintaining files for each ISP. (See appendices)
  3. Identifying IOSH staff to act as a Primary Contact for individual ISPs to coordinate overall ISPP activity (see responsibilities below in Section IX.B.) IOSH management will serve as initial contact and identify a primary contact for a proposed partnership.
  4. Ensuring adequate review of ISPs prior to signature, including review by the Legal Staff.
  5. Reviewing each ISP on an annual basis and preparing an annual evaluation to ensure it operates effectively, shows meaningful measurement of goals, and has a positive impact on worker safety and health (see Appendix A, Section E).
  6. Allowing adequate resources, based on each ISP commitment, to enable IOSH to conduct ISP related activity, including regular communication with the partners.
  7. Recognizing and promoting ISP success and activity, such as the issuance of press releases.
- B. *IOSH Primary Contact.* IOSH has a substantial stake in ensuring that each ISP operates efficiently and effectively. Therefore, IOSH will designate a Primary Contact for each ISP. The Primary Contact will perform a variety of activities, including:
1. Communicating regularly with person(s) responsible for day-to-day management of the ISP to stay abreast of all significant ISP activities and issues.
  2. Maintaining documents in the ISP working file.
  3. Communicating regularly with others in IOSH as appropriate.

4. Ensuring that IOSH conducts required verification of partnering worksites and properly reports these tracked activities in the appropriate data management systems.
5. Ensuring that IOSH carries out its responsibilities; for example, that it offers or provides any technical assistance to its partners in a manner that takes into account the needs of the participants and the need to leverage resources.
6. Ensuring that the IOSH Administrator is informed of significant events at ISP sites, e.g., fatalities and catastrophes.
7. Ensuring that the ISP's written annual evaluations are complete and done in a timely manner.
8. Tracking the progress of the ISP toward the accomplishment of the established goals.
9. Participating in recognition ceremonies and other activities intended to highlight the ISP's efforts and successes.
10. For construction partnerships the Primary Contact will obtain a list of worksites on a quarterly basis.

**X. ISPP Requirements.**

- A. *Grace Period for Pre-existing ISPs.* ISPs established before the effective date of this instruction have up to one year from the effective date to meet all the necessary requirements.

ISPs established after the effective date, and any ISPs renewing their agreements before the end of the one year grace period, must meet the criteria in this instruction at the time of approval or renewal, respectively. IOSH management will decide whether the ISP needs to go through another review and approval process for requested renewals. The decision should be based on the extent of changes necessary to meet the current policy.

- B. *Components of the ISP Agreement.*

1. All proposed ISP agreements must be in written form.
2. Although the particular structure and degree of formality of the ISP agreement is left to the discretion of IOSH and its partners, the proposed ISP written agreement must contain the core elements described below. A detailed discussion of mandatory provisions is provided in Appendix A,

IOSH Strategic Partnership Agreements, Provisions for Developing Core Elements.

- a. *Identification of Partners.* The proposed agreement shall identify all partners and the geographic and organizational boundaries of the ISP.
- b. *Purpose/Scope.* State the purpose of the ISP and the scope of the agreement. Clearly define the aim of the ISP through a careful analysis of the issue(s).
- c. *Goals/Strategies.* Clearly define goals that support the purpose and the desired outcome of the ISP. State strategies that describe how to accomplish the goal and reach the desired outcome (see Appendix B for additional guidance).
- d. *Performance Measures.* Effective quantitative and qualitative performance measures linked to ISP goals must be identified in the ISP agreement. Performance measures are important tools that indicate the progress made towards achieving program goals (See Appendix B for additional guidance).
- e. *Annual Evaluation.* All ISP agreements must provide details on conducting the annual evaluation, including identifying responsible parties to gather data and ensure accurate and timely completion of the report. A tool for conducting this evaluation is provided in Appendix C. This standardized format is designed to improve efficiency, simplify the data collection process, and enhance IOSH's ability to report results.
- f. *Benefits.* Benefits are a valuable component of ISPs that draw interest and provide appropriate positive treatment based on the partner's undertakings. The ISP agreement must describe the selected benefits, if any, that IOSH and the partners agree on. Some benefits are tied to the partner's performance and IOSH's verification strategy.
- g. *IOSH Verification.* IOSH will verify that ISP participants are upholding their responsibilities under the agreement. Accordingly, verification procedures must be written into all ISP agreements (see Section XI).
- h. *ISP Management and Operation.* The proposed agreement must provide details about the responsibilities for the management and operation of the ISP. The roles/responsibilities of each partner

must be specified, including a statement of the contribution that each partner will provide to the effort.

- i. *Employee and Employer Rights and Responsibilities.* Standard language ensuring legal rights must be stated in all ISP agreements: “This partnership does not preclude employees and/or employers from exercising any right provided under the Act, nor does it abrogate any responsibility to comply with the Act.”
- j. *Term of ISP.* The proposed agreement must specify the expected life of the ISP and any conditions under which the program will be terminated (see Appendix A for standard termination statements).
- k. *Signatures.* The primary parties must sign and date the ISP agreement to confirm their commitment to the partnership and all requirements and other provisions contained in the agreement.

C. *ISP Management and Operation.* A systematic approach to the management and operation of an ISP will help ensure that partners accomplish the activities critical to ISP success and fulfill their agreed-upon responsibilities. Successful ISPs have the following management and operational components:

1. Clearly delineate roles and responsibilities of the partners.
2. Regularly scheduled communication with all partners, as appropriate.
3. Partnering employers shall commit to incorporating employee involvement in the management and operation of their safety and health management system (see Appendix G, Guidance on Employee Involvement).
4. Performance of the required IOSH verification of the ISP partner. IOSH and the ISP partner may agree to conduct an offsite verification, an onsite non-enforcement verification, or an onsite enforcement inspection. Well-defined verification procedures (e.g., frequency, schedule) must be developed for the selected IOSH verification method. IOSH verification must be conducted as defined in the ISP agreement and sufficiently evaluate whether the partner is meeting the necessary obligations under the agreement.
5. Collection of the data as identified in the ISP agreement, and use of data in the preparation and completion of an annual evaluation.
6. Specific criteria to evaluate each participating partner and well-defined conditions to terminate the ISP agreement.

7. Proper maintenance of records and information in the ISP working file.  
**Note: records voluntarily submitted to IOSH by the partnership participants may contain confidential information** (see Appendix D for more guidance on Records/Information Management).

D. *ISPP Outreach and Promotion.*

1. All IOSH personnel involved in the ISP are expected to encourage interest and involvement in ISPs by communicating the program's goals, methods and successes.
2. With the consent of IOSH, the partner may issue a press release at the start-up of each ISP, and may issue subsequent press releases to inform the public of noteworthy events and achievements.
3. IOSH will encourage stakeholders to use other means of communication, such as trade journals, to highlight the value and results of the ISP experience.

E. *ISP Approval Requirements.* All ISP proposed agreements must be approved by IOSH management and IOSH legal staff.

XI. **IOSH Verification.** Verification is IOSH's process of reviewing or assessing whether ISP participants are operating in accordance with the agreements they have signed. The three possible verification methods that may be used by IOSH personnel are:

- A. *Offsite Verification.* Reviews by IOSH of ISP data, reports, records, without actual entry to the partner's worksite. Documentation is reviewed to determine whether partners are implementing the provisions of the ISP agreement. The documentation selected for review should relate to the goals, objectives and stated measures of the ISP agreement. Examples include illness and injury data, training course agendas and rosters, results of surveys, or results of self-audits.
- B. *Onsite Non-enforcement Verification.* IOSH conducts reviews of the partner's worksite in a non-enforcement capacity to assess the implementation of the ISP agreement. The interaction provides opportunities for a partner to highlight ISP efforts, and discuss challenges and plans for improvements, and allows IOSH to review efforts. IOSH worksite observations and employee interviews should be sufficient to confirm the partner's worksite is operating a safety and health management system that adequately ensures the protection of employees. During such visits, if IOSH personnel identify serious hazards that site management refuses to correct, IOSH shall make a referral for an enforcement inspection.
- C. *Onsite Enforcement Inspection.* IOSH conducts an inspection of the partner's worksite in an enforcement capacity and may issue citations and penalties. Enforcement inspections are performed in accordance with the applicable sections

of the FIRM and other enforcement guidance documents. In addition to traditional enforcement issues, the inspection should assess the partner's progress in meeting the requirements of the ISP agreement.

IOSH should select the most valuable verification method and define the verification process, including the number and frequency of verifications required to adequately evaluate the effective operation of the ISP agreement.

- XII. **ISP Benefits.** The benefits discussed in this instruction may be available to ISP partners; however, the benefits do not automatically apply to every ISP. Benefits provided should be commensurate with participating partner's efforts to provide safe and healthful working conditions in accordance with their obligations under the Iowa Occupational Safety and Health Act, Iowa Code Chapter 88, and their degree of success. ISP partners must demonstrate commitment to the partnership effort. The partner may demonstrate their level of commitment through the establishment of meaningful goals to improve or enhance their safety and health management system and corresponding performance measures to evaluate progress in meeting those goals. Certain benefits require a specific level of verification of the partner's worksite to be eligible to receive the benefit. The ISP partner's commitment and the overall operation of the ISP is evaluated during one or more IOSH verification processes as described in the ISP agreement.

The section below provides a description of each approved benefit and the corresponding verification that must be satisfied for the partner to be granted the benefit. The ISP agreement must clearly specify which of these benefits will be offered to the partner. IOSH personnel will continue to investigate workplace complaints, referrals, fatalities, catastrophes, observed significant hazards and other significant accidents or events at partnering worksites, per the FIRM and other enforcement guidance documents. IOSH may allow such an investigation to be suitable as meeting ISP verification requirements if it adequately assesses the key components of the ISP agreement.

A. *IOSH Non-Enforcement Benefits.*

1. Outreach, technical assistance and training. Example of these include:
  - a. Free onsite services may be provided by IOSH Consultation to qualifying partners. When Consultation agrees, an ISP participant may be offered priority consideration for these services.
  - b. IOSH personnel may be available to ISP participants for a variety of onsite and offsite activities such as review of the safety and health management system, assistance to develop or improve the system and guidance in conducting audits and evaluations.
  - c. Seminars, workshops, and other speaking events.

- d. Availability of informational materials such as safety and health brochures, pamphlets, videos and electronic tools.
2. Recognition such as certificates and press releases as approved by IOSH, recognition on IOSH's web page and letters. Other types of recognition may be offered by the ISP developers and detailed in the draft ISP agreement.

To gain the benefits listed above, the partnership agreement must include, at a minimum, a process for offsite verification.

B. *IOSH Enforcement Benefits.*

1. Citation Issuance. When calculating the initial penalty reduction, IOSH will consider offering an Expedited Informal Settlement Agreement (EISA) to provide an additional 50% reduction beyond the reductions provided in the FIRM where the employer, in implementing the ISP, has taken specific significant steps beyond those provided in the FIRM to implement Iowa Code Chapter 88 and achieve a high level of employee protection (see FIRM, Chapter IV.C.2.i.5 [b]). This additional reduction will not apply to accident or fatality investigations or where there are egregious violations, high gravity serious, willful, failure to abate or repeat citations.
2. In the event that a citation with penalty is issued to an ISP partner, IOSH has the authority to negotiate the amount of penalty reduction as part of the informal conference settlement agreement.
3. Deferral from Programmed Inspection List for Non-Construction ISPs.

IOSH may offer up to a six-month deferral from programmed inspections to ISP participants upon their entry into a partnership. During the deferral period, the partner must commit to make workplace safety and health improvements or seek compliance assistance to improve workplace safety and health in accordance with its responsibilities under Iowa Code Chapter 88.

For a majority of ISP agreements, the beginning of the deferral period will be the effective date of the partnership agreement. However, in situations where sites join the partnership on a staggered basis, the deferral period begins at the site's actual entry into the partnership. The partnership agreement should clearly address the issue of ISP participant effective/entry dates.

4. Programmed Inspection with a Limited Scope.

At IOSH's discretion, an establishment operated by a partner may receive an inspection in which the focus is limited to hazardous areas, operations, conditions or practices at the establishment. The limited scope inspection must focus on the significant worksite and industry-specific hazards based on an analysis of information available, such as:

- BLS injury and illness data
- Site and corporate injury and illness data
- Site accident audit and inspection data

For inspections with limited scope, the workplace hazards to be addressed will be determined by IOSH with input from the partner(s). IOSH may expand the scope of the inspection based on information gathered during the inspection process (see FIRM, Chapter II.A.1.b).

To gain a limited scope inspection as a benefit, the establishment must have undergone an onsite non-enforcement verification inspection within one year of the date of the programmed inspection.

5. Deletion from Programmed Inspection List.

a. Non-Construction

- i. Following a comprehensive onsite enforcement inspection conducted to meet ISP verification requirements, an establishment operated by an ISP partner will be deleted from programmed inspection lists for five years. (See IOSH Instruction CPL 2.25I)
- ii. If the ISP is designed to comprehensively address a hazard covered by Iowa Code Chapter 88, IOSH may extend the deletion for one year if the partner continues to meet the conditions of the ISP agreement and demonstrates improved performance in areas measured by the ISP.

b. Construction

- i. *For ISP Partners With Control of the Worksite.* An ISP agreement may provide that following an appropriate number of comprehensive onsite enforcement inspections conducted to meet ISP verification requirements at sites controlled by the partner, other worksites controlled by the partner may be deleted from the programmed inspection list within the ISP's specified geographical boundary for up to one year. The ISP deletion may not extend beyond the

state boundary. However, if a serious or imminent danger condition is observed by enforcement personnel after a partner's worksite has been deleted, the partner's worksite shall be inspected and cited (per the FIRM and other enforcement guidance documents).

The minimum number of IOSH scheduled onsite enforcement inspections needed for verification shall be based on the number of active worksites over which the partner has control within Iowa:

|                   |               |
|-------------------|---------------|
| 2 – 25 sites      | 4 inspections |
| 26 – 99 sites     | 6 inspections |
| 100 or more sites | 8 inspections |

A partnership agreement may provide for a different number of inspections, if the particular circumstances indicate it would be appropriate.

This provision is available only where the partner has an effective safety and health management system fully compliant with 1926.20 and 1926.21; the effectiveness of the system is confirmed in the onsite enforcement inspections and the partner demonstrates adequate control over safety and health for the entire worksite, including work performed by all subcontractors. In these circumstances, deletions should be consistent with employee protection and conserving limited IOSH resources.

- ii. *For ISP Partners Without Control of the Worksite.* A partnership agreement may provide that following an appropriate number of comprehensive onsite enforcement inspections conducted to meet ISP verification requirements at a partner's worksites, other worksites of the partner may not be inspected as part of any programmed activity at a multi-employer worksite within the state for up to one year. However, if a serious or imminent danger condition is observed by enforcement personnel after a partner's worksite has been deleted, the partner's worksite shall be inspected and cited (per the FIRM and other enforcement guidance documents).

The minimum number of IOSH scheduled onsite enforcement inspections needed for verification shall be

based on the number of active worksites at which the partner currently performs work within Iowa:

|                   |               |
|-------------------|---------------|
| 2 – 25 sites      | 4 inspections |
| 26 – 99 sites     | 6 inspections |
| 100 or more sites | 8 inspections |

- iii. A partnership agreement may provide for a different number of inspections, if the particular circumstances indicate it would be appropriate.

This provision is available only where the partner has an effective safety and health management system fully compliant with 1926.20 and 1926.21, and the effectiveness of the system is confirmed in the onsite enforcement inspections described above. For recordkeeping purposes, the official date of the comprehensive onsite enforcement inspection is the opening conference. Therefore, the beginning of the deletion period is the date of the opening conference of the final verification inspection.

- C. *Non-IOSH Benefits.* ISP developers should consider benefits other than those that partners and stakeholders can bring to the ISP effort. Some examples are listed below:

- 1. An employer group or labor organization may offer employees safety and health training.
- 2. An insurance company may offer reductions in workers' compensation premiums to employers meeting specific safety and health management system criteria.

- D. *Other Benefits.* Any benefit not discussed in this section must be described in detail in the proposed written ISP agreement and be reviewed and approved by IOSH management and IOSH legal staff.
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## APPENDIX A

### IOSH STRATEGIC PARTNERSHIP AGREEMENTS

#### PROVISIONS FOR DEVELOPING CORE ELEMENTS

IOSH desires to encourage flexibility, creativity, and sensitivity in the ISP development process. There are no standard rules for initiating dialogue to develop effective ISPs. IOSH may initiate discussion with potential partners, or outside parties may proactively approach IOSH to form a partnership. What works for one group of partners may not be appropriate for another, and one of ISP's first steps may occur at a different stage than another ISP. However, IOSH has learned from experience that there are core elements that are critical for creating well- functioning and ultimately successful ISPs. All ISPs must address these elements, and discuss them in a proposed written ISP agreement.

| ELEMENT              | REQUIREMENTS  |
|----------------------|---|
| A. IDENTIFY PARTNERS | <ol style="list-style-type: none"><li data-bbox="597 814 1430 961">1. During early development discussions, ISP developers should identify all appropriate partners and seek to involve additional willing stakeholders whose input and participation could further the goals of the program.</li><li data-bbox="597 993 1430 1245">2. Contacting other OSHA Offices or scanning the OSPP web page may help identify important stakeholders. In addition to IOSH and its primary partners, other potential partners are trade groups, insurance companies, universities and community colleges, local government entities, community health care and emergency service providers, professional associations, and other interested stakeholders.</li><li data-bbox="597 1276 1430 1602">3. ISPs normally involve groups of employers and employees and/or their representatives and possibly other interested stakeholders in high-hazard workplaces or in workplaces where fatalities, injuries and illnesses are prevalent. IOSH, however, may partner with employers, employees, and /or their representatives from individual workplaces, companies, or low-hazard establishments if IOSH determines that an ISP could make a significant positive impact on worker safety and health.</li><li data-bbox="597 1633 1430 1822">4. Iowa's State Consultation Project can make valuable contributions to many ISPs. Developers are encouraged to involve Consultation personnel at the earliest stages of planning and, as appropriate, during subsequent implementation.</li></ol> |

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| <p>B. STATE<br/>PURPOSE/SCOPE</p>     | <ol style="list-style-type: none"> <li>1. The purpose and scope must clearly describe what the ISP will accomplish and to what extent.</li> <li>2. A critical analysis should be performed to identify the purpose of the ISP. This analysis should examine the identified worker safety and health issues and evaluate the most suitable approach for developing the ISP to produce effective solutions. The result should identify how the ISP can most effectively be developed to improve the situation.</li> <li>3. The process should also consider the suitability of the ISP for meeting the requirements and goals for resolving or improving the identified worker safety and health issue/problem.</li> <li>4. Effective analyses will not only rely on statements from the ISP participants and anecdotal experience, but will also examine data from various industry sources that can objectively characterize the safety and health issue to be addressed by the ISP.</li> <li>5. Employees can bring valuable skills and perspective to the development and operation of the ISP. Their involvement is recommended and encouraged in the initial formulation of the ISP agreement, as well as subsequent activities.</li> </ol> |
| <p>C. DEFINE<br/>GOALS/STRATEGIES</p> | <ol style="list-style-type: none"> <li>1. The ISP must identify the major goal(s) of the agreement.</li> <li>2. Well-defined goals support the purpose and define the expected outcome(s) of the ISP.</li> <li>3. The strategies should describe the approach for reaching the goals. Effective strategies will define the plan or key steps necessary for attaining the goal.</li> <li>4. The ISP agreement must provide information on the specific tasks/actions or initiatives that will be performed to achieve the stated goals. Well- defined strategies state concretely what will be accomplished, by whom, how, and in what period of time.</li> <li>5. For each specific task/action or initiative, provide details on the responsible party, the necessary resources, and expected time frames for task completion.</li> </ol>  |

|                                       |  |
|---------------------------------------|--|
|                                       | <p>6. An example of a broad goal for an ISP can be: To reduce employee injuries and illnesses. The strategy to achieve this goal could be to implement an effective safety and health management system, or to eliminate/control a serious hazard endangering employees. The specific initiatives for each strategy could include tasks/actions such as: perform workplace surveys, conduct employee training, or develop a hazard communication program.</p>  |
| <p>D. DEFINE PERFORMANCE MEASURES</p> | <ol style="list-style-type: none"> <li>1. Effective performance measures compare the actual result with the intended or desired outcome. The process of establishing performance measures must begin during ISP development and must be addressed in the agreement.</li> <li>2. ISPs must identify and use results-focused quantitative measurements for evaluating program goals. Because all partnerships aim to reduce workplace fatalities, injuries, and illnesses, each ISP must identify baseline data corresponding to all summary line items on the OSHA 300 Log and must track changes at either the employer level or participant-aggregate level.</li> <li>3. Examples of other quantitative performance measures include workers' compensation rate comparisons, workers' compensation costs, number of workplace inspections performed, response time for correcting identified hazards, and survey results of employee knowledge before and after ISP sponsored training.</li> <li>4. Qualitative performance measures may also be used to assess ISP effectiveness. These are hard-to-measure benefits or positive changes that result from meeting program goals. Examples of qualitative outcomes include improved employee morale, increased employee understanding of safety and health requirements, and better attitudes or cultural acceptance of safety and health programs in the workplace.</li> <li>5. Wherever possible, performance measures should relate to the goals of IOSH's Strategic Management Plan and should gauge whether ISPs are effective strategies; whether they utilize resources efficiently and whether they contribute to the goals and priorities IOSH has set.</li> </ol> |

|                               |   |
|-------------------------------|---|
| <p>E.<br/>EVALUATION</p>      | <ol style="list-style-type: none"> <li>1. Once meaningful performance measures are in place, IOSH and its partners must conduct annual evaluations to identify strengths and weaknesses of the ISP strategies and progress in meeting ISP goals.</li> <li>2. Ideally, the evaluation is a collaborative effort of the primary partners. Minimally, the evaluation should be completed by someone with knowledge of the ISP's strategies who can verify the completion of applicable requirements and recognize areas needing improvement.</li> <li>3. A format for the Annual Evaluation Report has been developed to standardize the process and ensure consistency in the data collected. Evaluators will use the report format provided in Appendix C, which contains the minimum data that must be supplied. The evaluation should provide pertinent information needed to determine whether the ISP should be modified to better meet its goals or be discontinued. Additional information may be provided to adequately assess the ISP. The first written evaluation must be completed within two months of the first anniversary of the ISP signing; subsequent evaluations are due annually thereafter.</li> <li>4. For the construction industry, ISPs require that individual contractors qualify. The first written evaluation must be completed within two months of the first anniversary of the ISP signing; subsequent evaluations are due annually thereafter.</li> </ol> |
| <p>F. DEFINE<br/>BENEFITS</p> | <ol style="list-style-type: none"> <li>1. Benefits provided must be commensurate with participating partners' efforts to provide safe and healthful working conditions in accordance with their obligations under the Act and their degree of success. The benefits for the ISP should be linked to goals and performance measures that are mutually agreeable to IOSH and ISP partners.</li> <li>2. It is essential that ISP developers (both IOSH personnel and potential partners) understand IOSH's policy concerning enforcement at partnering sites. ISP developers may not offer routine ISP-wide deferral or deletion from programmed inspections.</li> </ol>   |

|  |  |
|--|--|
| <p>G. DEFINE VERIFICATION PROCEDURES</p> | <p>IOSH will verify that ISP participants are upholding their responsibilities under the ISP agreement. Below is a description of the types of verification that should be considered:</p> <ol style="list-style-type: none"> <li>1. Offsite Verification: IOSH reviews ISP data, reports, etc. without actual entry into the partner's worksite. The ISP written agreement should identify verification procedures including: <ul style="list-style-type: none"> <li>▪ Any offsite verification activities that IOSH will perform. These may include, for example, IOSH review of the Annual Partnership Evaluation Report, OSHA Form 300 data, quarterly progress reports, etc.</li> <li>▪ The frequency of any offsite verification.</li> <li>▪ The written format for documenting offsite verification.</li> <li>▪ Who will be responsible for performing verification activities and collecting data.</li> </ul> </li> <br/> <li>2. Onsite Non-enforcement Verification: Non-enforcement interactions may be conducted with partners to discuss and review their worksite and their progress within the ISP. Non-enforcement verifications can be tailored specifically to meet the needs of the individual ISP, but often work best in a format consisting of a presentation given by the partner on ISP initiatives and a worksite review by IOSH. To take maximum advantage of the time onsite, IOSH may request, and review, documents prior to arrival at the partner's worksite. During such visits, if IOSH personnel identify serious hazards that site management refuses to correct, IOSH will make a referral for an enforcement inspection or cite the violation(s). The ISP written agreement should identify onsite non-enforcement verification procedures including: <ul style="list-style-type: none"> <li>▪ The scope of the non-enforcement onsite verification.</li> <li>▪ The minimum number or percentage of worksites that will receive IOSH onsite non-enforcement verification, as determined by IOSH based on its analysis and understanding of the partner's safety and health management system.</li> </ul> </li> </ol> |
|--|--|

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>▪ How employees and/or employee representatives will be involved in all onsite non-enforcement verification.</li> </ul> <p>3. Onsite Enforcement Inspections: These inspections include the potential for issuing citations and assessing penalties for violations. These inspections may be combined with other programmed and unprogrammed inspections.</p>  |
| <p>H. DEFINE MANAGEMENT AND OPERATION OF THE ISP</p> | <ol style="list-style-type: none"> <li>1. A systematic approach to the management and operation of an ISP will help ensure that partners accomplish the activities critical to ISP success and fulfill their agreed-upon responsibilities.</li> <li>2. Leveraging of resources is critical in the day-to-day management and operation of an ISP. In order to assure maximum leveraging and participant involvement, the roles and responsibilities of each partner must be specified in the agreement, including a statement of the contribution that each partner will make.</li> <li>3. In some cases, the approved agreement will specify a steering committee composed of representatives of the employers and the employees participating in the ISP. Another possibility is that the agreement assigns responsibility to an individual, for example, the safety and health director of the industry group partnering with IOSH.</li> <li>4. At non-union worksites, IOSH recommends employers involve employees at the outset, if feasible. Evidence of employee involvement in and commitment to an ISP is highly desirable.</li> <li>5. If an ISP includes unionized worksites, it is desirable that affected unions be supportive of and involved in the ISP. The level of union involvement (local, international, or both) will depend on the scope and nature of the ISP.</li> <li>6. All ISPs must have a designated IOSH "Primary Contact" that advocates participation and continuous improvement, and articulates and promotes the goals and actions set out in the agreement.</li> </ol> |

|  |  |
|--|--|
| <p>I. EMPLOYEE AND EMPLOYER RIGHTS</p> | <p>1. The ISP agreement must contain the following statement:</p> <p>"This partnership does not preclude employees and/or employers from exercising any right provided under the IOSH Act, nor does it abrogate any responsibility to comply with rules and regulations adopted pursuant to the Act."</p>  |
| <p>J. SPECIFY ISP TERM</p>             | <p>1. The proposed agreement must specify the expected life of the ISP and any conditions under which the program will end, such as:</p> <ul style="list-style-type: none"> <li>▪ "Sunset provision" that specifies the date when the agreement is automatically terminated.</li> <li>▪ Termination if a primary party unilaterally withdraws.</li> <li>▪ Closure when the goals of the ISP have been met.</li> <li>▪ Termination when the ISP is failing to meet requirements; for example, failing to provide required annual evaluation data.</li> </ul> <p>2. Typically, the term of an ISP agreement is in the range of three to five years. This timeframe is sufficient for accomplishing basic ISP goals. Standard term language for the proposed agreement may be:</p> <p><i>For Multiple Signatories:</i></p> <p>This agreement will terminate on _____, which is three years from the date of the signing. If any signatory of this agreement wishes to terminate its participation prior to the established termination date, written notice of the intent to withdraw must be provided to all other signatories.</p> <p>If IOSH chooses to withdraw its participation in the partnership, the entire agreement is terminated. Any signatory may also propose modification or amendment of the agreement.</p> <p><i>For a Single Signatory:</i></p> <p>This agreement will terminate on _____, which is three years from the date of the signing. If either IOSH or (insert name of the partner) wishes to withdraw its participation prior to the established termination date, the agreement will terminate upon receiving a written notice of the intent to withdraw from either signatory.</p> |

|                       |  |
|-----------------------|--|
|                       |  |
| K. PROVIDE SIGNATURES | <ol style="list-style-type: none"><li>1. IOSH representatives and primary parties will sign and date the ISP agreement to ensure commitment to the ISP requirements and other provisions.</li><li>2. A draft signature page, with signatories clearly identified by name, title, and organization, should be submitted with the detailed proposed agreement as part of the approval process.</li></ol> |

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## **APPENDIX B**

### **PERFORMANCE MEASURES**

To effectively measure progress, performance measures derived from program goals and objectives must be established. This process is a critical success factor for meeting stated objectives. Establishing well-defined performance measures enables the assessment of the ISP's success at achieving the desired improvements to the workplace safety and health management system at participating sites. In addition, good measures form the basis for an objective and systematic analysis of the results, impact, or effects of the ISP. Several steps are involved in establishing performance measures, including selecting meaningful performance measures, establishing baseline data, and collecting data to measure progress. Each of these steps is discussed in this appendix.

#### **SELECTING PERFORMANCE MEASURES**

Preferably in the initial agreement, or at a minimum at the outset of the ISP, the partners must identify the specific measures or indicators that will be tracked to assess progress toward achieving the ISP goals. Participants in an ISP should analyze their agreement's goals and determine the most useful performance measures to track progress. The selected measures should be reasonable and not overly burdensome so that participants have the logistical and administrative capacity to track the data. To develop the most effective performance measures, feedback from all participants should be obtained prior to making decisions. The views and opinions of the individuals directly responsible for collecting data and tracking the measures may serve as an invaluable technical resource for developing the most suitable ISP strategies.

#### **Attributes of Good Performance Measures**

Good performance measures for an ISP should be balanced to address all of the key goals of the agreement. ISP performance measures should be meaningful and focused to include useful and relevant metrics. Measurements that are data-rich but lack insight have very limited value for developing prudent solutions. The measures should provide substantive information concerning the status of the specific strategic focus of the ISP. For example, voluminous monthly reports on illnesses are irrelevant if the ISP goal is elimination of fatalities. Other attributes of good performance measures include:

- Measurements should be valid and reliable. Validity speaks to the accuracy of a measurement. Reliability means the data can be replicated. For example, if the number of employee injuries is being tracked, a valid result is a number that is accurate within a narrow range. A reliable result is one that can be repeated if the measurement is recalculated.
- Measures should be flexible, considering a variety of sources and means.
- Measures should be practical, that is, time and cost-effective to obtain.

## Types of Performance Measures

Performance measures, for ISPP purposes, are quantitative and qualitative data used to evaluate an ISP's effectiveness. A mandatory quantitative measure for all ISPs is the workplace injury and illness rates. The Partnership Evaluation Report found in Appendix C contains the minimum data that must be tracked and reported on an annual basis. Development of performance measures linked to these quantitative evaluation criteria is recommended. Below is a non-exhaustive list of some other quantitative and qualitative performance measures that may be useful to assess progress of an ISP agreement:

- Number of job safety analyses conducted
- Exposure assessment data
- Number of employee complaints
- Breadth of training delivered
- Level of employee knowledge before, immediately after, and 6 months after training
- Number of worksite audits
- Number of hazards identified and abated
- Number of root cause analyses conducted
- Improved employee productivity
- Increased employee involvement
- Number of safe actions demonstrated in the workplace
- Enhanced communication between management and employees

The table below provides several examples of performance measures tied to ISP goals and strategies:

| Goal  | Strategy  | Measures/Products  |
|---|---|--|
| 1. Identify and communicate an effective process to develop and implement successful ergonomic programs and guidelines. | a. Develop a written process to address ergonomic hazards in the workplace.                               | i. Number of sites where ergonomic process has been effectively implemented.<br>ii. Number of training courses/people trained in process.<br>iii. Awareness survey of employees. |
| 2. Reduce the incidence and severity of MSD's at participating facilities.  | b. Develop an ergonomic protocol to assist in assessing compliance with General Duty Clause requirements. | iv. Baseline of MSD cases.<br>v. MSD cases involving day(s) of restricted work activity.   |

|   |   |   |
|---|---|---|
|   |   | <ul style="list-style-type: none"> <li>vi. MSD cases involving day(s) away from work.</li> <li>vii. The number of MSD-related surgeries.</li> <li>viii. An annual comparison of these incidence and severity criteria to the baseline numbers.</li> </ul> |
| <p>3. Increase the number of sites eligible for and participating in the VPP.</p> | <ul style="list-style-type: none"> <li>c. Use the VPP report format to assess baseline status of sites.</li> <li>d. Develop annual strategies to address deficiencies noted in baseline and subsequent annual evaluations.</li> </ul> | <ul style="list-style-type: none"> <li>ix. Number of sites applying for VPP.</li> <li>x. Number of sites accepted for participation.</li> </ul>   |

### **ESTABLISHING A BASELINE**

Once performance measures have been selected, baseline data must be established. To effectively measure progress and improvement, baseline data is established at the beginning of a process for comparison with new data. If historical data is available, it can be used as the baseline. The baseline is usually derived from the most recent one-year period, or a shorter time frame, if available. If no data is available, industry averages can be used. Otherwise, data will need to be collected to establish the initial baseline information. For example, if an ISP goal is to reduce the number of employees exposed to silica, useful baseline information would include the average number of documented workplace exposures for a specified period of time or the information available in OSHA's Integrated Management Information System (IMIS) on exposure rates for the industry. The baseline data will serve as a starting point from which ISP results will be gauged.

### **COLLECTING DATA**

Data must be collected and then analyzed for each performance measure to determine if and how well goals are being met. Data collection should be based on pre-determined definitions. These definitions need to be universally understood by all ISP participants. Data collected within a common framework of understanding can be easily compared and analyzed, allowing subsequent evaluations to be consistent.

---

**APPENDIX C**

**IOSH Strategic Partnership Program  
Annual Partnership Evaluation Report**

[ Download [151Kb Word](#) (version 2000 and higher) file ]

**Partnership ID#**

Cover Sheet

|                         |
|-------------------------|
| <b>Partnership Name</b> |
|                         |

|                               |
|-------------------------------|
| <b>Purpose of Partnership</b> |
|                               |

|                            |          |         |
|----------------------------|----------|---------|
| <b>Goal of Partnership</b> |          |         |
| Goal                       | Strategy | Measure |
|                            |          |         |
|                            |          |         |
|                            |          |         |
|                            |          |         |

|                             |
|-----------------------------|
| <b>Anticipated Outcomes</b> |
|                             |

|   |  |  |  |
|---|--|--|--|
| <b>Strategic Management Plan Target Areas (check one)</b> |  |  |  |
|---|--|--|--|

|                  |                          |  |  |
|------------------|--------------------------|--|--|
| Construction     | <input type="checkbox"/> |  |  |
| General Industry | <input type="checkbox"/> |  |  |

|  |  |  |  |
|--|--|--|--|
| <b>IOSH's Areas of Emphasis (check all applicable)</b> |  |  |  |
|--|--|--|--|

|                              |                          |                           |  |
|------------------------------|--------------------------|---------------------------|--|
| Amputations                  | <input type="checkbox"/> | Scaffolding               |  |
| Asbestos Removal             | <input type="checkbox"/> | Concrete Plants           |  |
| Lead in all Industries       | <input type="checkbox"/> | Trenching and Excavations |  |
| Fall Hazards in Construction | <input type="checkbox"/> | Ethanol Plants            |  |
| Bloodborne Pathogens         | <input type="checkbox"/> | Silica-Related Disease    |  |

|             |  |  |  |
|-------------|--|--|--|
| Dental Labs |  | Non-Ferrous Foundries in Brass or Aluminum |  |
|-------------|--|--|--|

**Section 1 - General Partnership Information**

|                                  |  |          |  |
|----------------------------------|--|----------|--|
| <b>Date of Evaluation Report</b> |  |          |  |
| <b>Evaluation Period:</b>        |  |          |  |
| Start Date                       |  | End Date |  |

|                                       |  |
|---------------------------------------|--|
| <b>Evaluation OSHA Contact Person</b> |  |
| <b>Originating Office</b>             |  |

|                             |  |                    |  |
|-----------------------------|--|--------------------|--|
| <b>Partnership Coverage</b> |  |                    |  |
| # Active Employers          |  | # Active Employees |  |

|  |     |       |
|--|-----|-------|
| <b>Industry Coverage (note range or specific SIC and NAICS for each partner)</b> |     |       |
| Partner  | SIC | NAICS |
|  |     |       |
|  |     |       |
|  |     |       |
|  |     |       |
|  |     |       |
|  |     |       |
|  |     |       |
|  |     |       |

**Section 2 - Activities Performed**

|  |          |           |
|--|----------|-----------|
| <b>Note whether an activity was provided for by the OSP and whether it was performed</b> |          |           |
|  | Required | Performed |
| a. Training  |          |           |
| b. Consultation Visits   |          |           |

|  |  |  |
|--|--|--|
| c. Safety and Health Management Systems Reviewed/Developed |  |  |
| d. Technical Assistance                                    |  |  |
| e. VPP-Focused Activities                                  |  |  |
| f. IOSH Enforcement Inspections                            |  |  |
| g. Offsite Verifications                                   |  |  |
| h. Onsite Non-Enforcement Verifications                    |  |  |
| i. Participant Self-Inspections                            |  |  |
| j. Other Activities  |  |  |

| <b>2a. Training (if performed, provide the following totals)</b>  |  |
|---|--|
| Training sessions conducted by IOSH staff   |  |
| Training sessions conducted by non-IOSH staff   |  |
| Employees trained   |  |
| Training hours provided to employees  |  |
| Supervisors/managers trained  |  |
| Training hours provided to supervisors/managers   |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2b. Consultation Visits (if performed, provide the following total)</b>  |  |
|---|--|
| Consultation visits to partner sites  |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2c. Safety and Health Management Systems (if performed, provide the following total)</b>                       |  |
|---|--|
| Systems implemented or improved using the 1989 Guidelines as a model  |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2d. Technical Assistance (if performed, note type and by whom)</b> |             |             |             |
|---|-------------|-------------|-------------|
|   | Provided by | Provided by | Provided by |

|   | IOSH Staff | Partners | Other Party |
|---|------------|----------|-------------|
| Conference/Seminar Participation  |            |          |             |
| Interpretation/Explanation of Standards or IOSH Policy  |            |          |             |
| Abatement Assistance  |            |          |             |
| Speeches  |            |          |             |
| Other (specify)   |            |          |             |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |            |          |             |
|   |            |          |             |

| <b>2e. VPP-Focused Activities (if performed, provide the following total)</b>                                     |  |
|---|--|
| Partners/participants actively seeking VPP participation  |  |
| Applications submitted  |  |
| VPP participants  |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2f. IOSH Enforcement Activity (if performed, provide the following totals for any programmed, unprogrammed, and verification-related inspections)</b> |  |
|--|--|
| IOSH enforcement inspections conducted   |  |
| IOSH enforcement inspections in compliance   |  |
| IOSH enforcement inspection with violations cited  |  |
| Average number of citations classified as Serious, Repeat, and Willful   |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b>  |  |
|  |  |

| <b>2g. Offsite Verification (if performed, provide the following total)</b>                                       |  |
|---|--|
| Offsite verifications performed   |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2h. Onsite Non-Enforcement Verification (if performed, provide the following total)</b>                        |  |
|---|--|
| Onsite non-enforcement verifications performed  |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2i. Participant Self-Inspections (if performed, provide the following total)</b>                               |  |
|---|--|
| Self-inspections performed  |  |
| Hazards and/or violations identified and corrected/abated   |  |
| <b>Comments/Explanations (briefly describe activities, or explain if activity provided for but not performed)</b> |  |
|   |  |

| <b>2j. Other Activities (briefly describe other activities performed)</b> |
|---|
|   |

**Section 3 - Illness and Injury Information <sup>A</sup>**

| <b>Year</b>                          | <b>Hours</b> | <b>Total Cases</b> | <b>TCIR</b> | <b># of Days Away from Work Restricted and Transferred Activity Cases</b> | <b>DART</b> |
|--------------------------------------|--------------|--------------------|-------------|---|-------------|
| 2002                                 |              |                    |             |   |             |
| 2003                                 |              |                    |             |   |             |
| 2004                                 |              |                    |             |   |             |
| <b>Total</b>                         |              |                    |             |   |             |
| <b>Three-Year Rate (2002-2004)</b>   |              |                    |             |   |             |
| <b>BLS National Average for 2003</b> |              |                    |             |   |             |
| Baseline                             |              |                    |             |   |             |

| <b>Comments</b> |
|-----------------|
|                 |

<sup>A</sup> Sample Chart - not required format

### Section 4 - Partnership Plans, Benefits, and Recommendations

| Changes and Challenges (check all applicable) |         |            |
|---|---------|------------|
|   | Changes | Challenges |
| Management Structure                          |         |            |
| Participants                                  |         |            |
| Data Collection                               |         |            |
| Employee Involvement                          |         |            |
| IOSH Enforcement Inspection                   |         |            |
| Partnership Outreach                          |         |            |
| Training                                      |         |            |
| Other (Specify)                               |         |            |
| Comments                                      |         |            |
|   |         |            |

| Plans to Improve (check all applicable) |              |     |
|---|--------------|-----|
|   | Improvements | N/A |
| Meet more often                         |              |     |
| Improve data collection                 |              |     |
| Conduct more training                   |              |     |
| Change goals                            |              |     |
| Comments                                |              |     |
|   |              |     |

| Partnership Benefits (check all applicable)    |  |
|--|--|
| Increased safety and health awareness          |  |
| Improved relationship with IOSH                |  |
| Improved relationship with employers           |  |
| Improved relationship with employees or unions |  |
| Increased number of participants               |  |
| Other (specify)                                |  |
| Comments                                       |  |
|  |  |

| <b>Status Recommendations (check one)</b> |  |
|---|--|
| Partnership Completed                     |  |
| Continue/Renew                            |  |
| Continue with the following provisions:   |  |
|   |  |
| Terminate (provide explanation)           |  |
|   |  |

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## APPENDIX G

### GUIDANCE ON EMPLOYEE INVOLVEMENT

Experience has shown that employee involvement is an essential component of any effective safety and health management system. Any IOSH Strategic Partnership (ISP) agreement that requires implementation of a safety and health management system must have partnering employers commit to include employee involvement in their management system. During any verification activity, and during IOSH inspections, IOSH will consider the degree and quality of employee involvement. Employee involvement should also be considered during the periodic worksite self-evaluations that are integral to an effective safety and health management system. To ensure the quality of involvement, appropriate safety and health training may be necessary prior to involving employees in many safety and health activities. Employee involvement may include, but is not limited to:

- Conducting worksite inspections, safety and health audits, job hazard analyses, and other types of hazard identification.
- Developing and using a system for reporting hazards.
- Developing and revising the worksite's safety and health rules and safe work practices.
- Participating on workplace teams charged with identifying root causes of accidents, incidents, or breakdowns.
- Implementing controls to eliminate or reduce hazard exposure.
- Assisting in job hazard analyses.
- Making presentations at safety and health meetings.
- Participating on safety and health committees, joint labor-management committees, and other advisory or specific purpose committees, if otherwise lawful and appropriate.
- Delivering safety and health training to current and newly hired employees.
- Participating in safety and health program reviews.