

**STATE OF NORTH CAROLINA**

**STRATEGIC MANAGEMENT PLAN**

**October 1, 2003 – September 30, 2008**



**North Carolina Department of Labor**  
**Division of Occupational Safety and Health**

**October 1, 2007**

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# **Part I**

## **Overview of the State's Occupational Safety and Health Program**

## **A. Introduction**

The purpose of the Occupational Safety and Health Act of North Carolina is to assure so far as possible every working man and woman in the State of North Carolina safe and healthful working conditions and to preserve our human resources.” The State’s Five Year Strategic Plan is designed to promote the achievement of this purpose through the specific goals and objectives established by the North Carolina Division of Occupational Safety and Health Division and its employees.

The Division has established two primary strategic goals as part of the Five Year Strategic Plan. Goal One is to reduce occupational hazards through direct interventions. Goal Two is to promote a safety and health culture through compliance assistance, cooperative programs, and strong leadership. From these two broad strategic goals, specific outcome goals and annual performance goals are included in this Strategic Plan. Success in satisfying these two strategic goals should affect positively the outcome goals of reducing the workplace injury and illness rates by 15% in the public and private sector, and also reducing the rate of workplace fatalities by 15%.

North Carolina has previously used the Lost Workday Injury and Illness (LWDII) rate as one of the indicators to measure outcome for goals contained in the Strategic Management Plan. However, the LWDII has been replaced by the Days Away, Restricted, or Transferred (DART) rate. This change will affect determination of outcome, and baselines. The State has revised the Strategic Management Plan to reflect the emergence of the DART rate. The State has also used the Standard Industrial Classification (SIC) to identify industry groups for emphasis as described in the Strategic Management Plan. The Plan has been revised to reflect the introduction of the North American Industry Classification System (NAICS).

There were no other significant revisions to the FY 2008 Strategic Management Plan. A few minor changes were made to strategies to achieve specific goals. Additional high activity counties were added to the Construction Industry Fatality Reduction Goal 1.1. This allows the State to commit resources to counties in which the fatality criterion for special emphasis has not been met but the county does have significant activity. Other minor strategic changes are reflected in the individual performance goal sections.

Most of the specific performance goals/areas of emphasis supporting the overall outcome goals of reducing injury and illness and fatality rates include outcome measures. The areas of emphasis/performance goals supporting Strategic Goal Two do not lend themselves to outcomes measures. Specific activity is measured for these items. This is consistent with Federal OSHA’s Strategic Management Plan. The establishment of outcome goals and measurements has been the biggest challenge in developing the Five Year Strategic Management Plan. As the planning process continues and a new plan is implemented, the State is committed to establishing goals with measurable outcomes.

### **Profile of the State Agency**

Supportive Cost Breakout Worksheets, and the Division Organizational Charts included with this Performance Plan present a profile of the state agency from a personnel perspective.

## State Demographic Profile

Industry	NAICS	Establishments*	Employees*
Construction	23	27,882	247,249
Manufacturing	31-33	10,622	552,190
Wholesale and Retail Trade	42-45	50,593	627,673
Transportation & Warehousing	48-49	5,460	115,302
Finance, Insurance, and Real Estate	51-53	26,137	276,240
Services	54-81	94,213	1,435,021
All Other		19,443	75,140
<b>Total Private Industry</b>		<b>234,350</b>	<b>3,328,815</b>
Public Employees			
State		2,065	170,206
Local		4,190	392,214
<b>Total Public Sector</b>		<b>6,255</b>	<b>562,420</b>
<b>Grand Total</b>		<b>240,605</b>	<b>3,891,235</b>

\*Source: Employment and Wages in North Carolina, Employment Security Commission, North Carolina Department of Commerce, Third Quarter 2006.

## Identification of Covered Issues

Coverage – According to North Carolina General Statute (NCGS) 95-128, the Occupational Safety and Health Act of North Carolina (the Act) applies to all employers and employees except:

1. The Federal government, including its departments, agencies and instrumentalities;
2. Employees whose safety and health are subject to protection under the Atomic Energy Act of 1954 as amended;
3. Employees whose safety and health are subject to protection under the Federal Coal Mine Health and Safety Act of 1969 and the Federal Metal and Nonmetallic Mine Act, or the Federal Railroad Safety Act of 1970;
4. Railroad employees whose safety and health are subject to protection under the Federal Safety Appliance Act or the Federal Railroad Safety Act of 1970;
5. Employees engaged in all maritime operations;
6. Employees whose employer is within that class and type of employment which does not permit federal funding, on a matching basis, to the State in return of State enforcement of all occupational safety and health issues.

Level of Federal OSHA Enforcement - As described in 29 CFR 1952.155, Federal OSHA exercises authority in North Carolina with regard to the following:

1. Discrimination complaints filed with Federal OSHA;
2. Private sector maritime activity;
3. Indian Reservations;
4. Contractors or subcontractors on any federal establishments where the land has been ceded to the federal government;
5. The Federal government employers and employees;
6. Railroad employment;
7. Enforcement on military bases;
8. U.S. Postal Service; and
9. American Red Cross.

### **Statement of Compliance or Non-Compliance with Appropriations Riders**

North Carolina has adopted CPL 2-0.51J, subsequent revisions to Appendix A, and previous Federal OSHA Instructions relating to enforcement exemptions and limitations under the OSHA Appropriations Act. North Carolina General Statute 95-128(6) excludes “those employees whose employer is within that class and type of employment which does not permit federal funding, on a matching basis, to the State in return of State enforcement of all occupational safety and health issues” from coverage under the Occupational Safety and Health Act of North Carolina.

### **B. Mandated Activities.**

Activities mandated under the OSH Act that are related to specific strategic goals are included in the strategies section of the goal description. Core elements, listed in the OSH Act and defined at 29 CFR 1902, not specifically addressed within the specific goals of the Strategic Management Plan, will nevertheless be satisfied through adherence to the following guidelines as described also in the North Carolina State Plan.

### **Inspection Authority, Denial of Entry, and Advanced Notice Prohibition**

The Occupational Safety and Health Act of North Carolina (the Act) provides all references of Occupational Safety and Health Division compliance officers with the authority to enter without delay, and at any reasonable time, any...workplace or environment where work is being performed by an employee of an employer; and to inspect and investigate...any such place of employment...@ NCGS 95 -136(a). The North Carolina General Statute also gives the Division the authority and ability to obtain administrative warrants compelling employers to allow compliance officers to enter and inspect their workplaces. The Act specifically prohibits giving

advance notice of inspections except in very limited circumstances. Any person who gives advance notice of any inspection to be conducted under the Act without authority from the Commissioner of Labor, the Director or their agents is guilty of a misdemeanor. NCGS 95-139. The authority to conduct special emphasis inspections, of those establishments with high fatality and injury and illness rates to satisfy Strategic Management Plan Outcome Goals, is granted by NCGS 95-136.1.

### **Trade Secrets**

North Carolina General Statute 95-152 requires all information reported to or otherwise obtained by the Division during an inspection that contains or might reveal a trade secret be considered confidential.

### **First Instance Sanctions Against Employers Who Violate the Act, Including Citations**

The Act provides that citations initially serve as proposed sanctions against a cited employer. NCGS 95-137(b)(1). The compliance intervention element of certain Strategic Management Plan Outcome Goals could result in first instance sanctions against employers violating the Act.

### **Ensuring Abatement of Potentially Harmful or Fatal Conditions**

Each citation issued by the Occupational Safety and Health Division includes a reasonable date in which the employer is required to abate the violation. NCGS 95-137(a). As required by 29 CFR 1903.19 and the Compliance Operations Manual, the employer must notify the Division that abatement has been accomplished through the submittal of the OSHA 2D form, unless the item has been contested. A number of follow-up inspections are also scheduled to determine that previously cited violations have been corrected.

### **Prompt and Effective Standards Setting**

NCGS 95-131(a) of the Act requires that All occupational safety and health standards promulgated under the Federal Act by the Secretary, and any modifications, revisions, amendments or revocations.... shall be adopted as the rules of the Commissioner of this State unless the Commissioner decides to adopt an alternative State rule as effective as the federal requirement...". The adoption process begins when the State reviews a federal standard and decides that it provides adequate protection for North Carolina workers. The process for State adoption of identical federal standards is streamlined, and requires only the filing of proper documents. Outside review or hearings are not required for verbatim adoption of a Federal standard. The Act also provides the Commissioner of Labor the means and authority to promulgate standards, in addition to adopting Federal standards under NCGS 95- 131. Division intervention related to the Strategic Management Plan may result in recommendations prompting standard development.

### **Allocation of Sufficient Resources**

The Act provides adequate assurance that the Occupational Safety and Health Division continues

to receive adequate funding. NCGS 95-150 requires “the Commissioner shall submit to the General Assembly a budget and request for appropriations to adequately administer this Article which shall be sufficient to give satisfactory assurance that this State will devote adequate funds to the administration and enforcement of the standards herein provided and the proper administration of this Article as required by federal standards.”

### **Counteraction of Imminent Dangers**

If the Division learns of an employment condition, “which could reasonably be expected to cause death or serious physical harm immediately or before the imminence of such danger can be eliminated,” NCGS 95-140 provides that the Division may seek a court order (injunction or temporary restraining order) prohibiting persons from working in proximity to the hazard until the hazard is eliminated. Prior to the initiation of any legal action, the Compliance Field Operations Manual and 29CFR 1903.13 state that it is the duty of the CSHO at the site of the imminent danger situation to notify the employer and employees of the danger, and for the employer to remove the employees from the area of imminent danger. The employer is also encouraged to do whatever is possible to eliminate the danger.

### **Responses to Complaints**

The Division investigates employee complaints of unsafe and/or unhealthful working conditions. NCGS 95-136 requires the complaint “shall be reduced to writing, shall set forth with reasonable particularity the grounds for the complaint, and shall be signed...”. Responding to employee complaints in a timely manner is a core value of the Division. The achievement of certain outcome goals may be initiated through response and/or hazard abatement resulting from an employee complaint.

### **Fatality/Catastrophe Investigations**

The Division investigates all occupational accidents involving a work-related fatality or hospitalization of three or more employees. Employers are required to inform the Division of all such accidents within eight hours, as required by 29 CFR 1904.8.

### **Review Procedures**

The Act establishes the N. C. Occupational Safety and Health Review Commission under NCGS 95-135. The Commission reviews and decides issues brought forward by an employer relating to citations, abatement periods, and all types of penalties resulting from an inspection. Employees have a right to object to an established abatement time and to request party status.

### **Ensuring Employees Protection Against Discrimination**

NCGS 95-151, The North Carolina Retaliatory Employment Discrimination Act, prohibits discrimination against any employee because that employee has exercised any right or responsibility provided under the Occupational Safety and Health Act of North Carolina.



## **Other Employee Rights**

As provided for in the Act and 29 CFR 1903, employees are assured of specific rights. These include the right to accompany the compliance officer during the physical workplace inspection, participate in standard development and variance hearings, contest abatement dates, request an inspection, and obtain review of a determination that an inspection not be conducted in response to an employee complaint. In addition to various employee educational programs sponsored by the Division, employees are informed of their rights through the “North Carolina Workplace Laws Notice to Employees” poster provided by the Division. Employers are required to display this poster in their workplace.

## **Employee Access to Safety and Health Information**

The Division provides employees with safety and health information during intervention efforts including training, education, and consultation, and the publications prepared and distributed. Standards relating to employee access to hazard alert information, such as the Hazard Communication Standard, are also enforced by the Division. North Carolina’s Strategic Goal Two specifically promotes a safety and health culture which includes providing information to employees about issues concerning employee safety and health. This includes employees with limited English proficiency where specific initiatives have been introduced to provide information for Spanish speaking employees.

## **OSHA Coverage of Public Employees**

The North Carolina Act grants public sector employees the same rights, responsibilities and coverage as the private sector. Strategic goals established by the Division include coverage for public sector employees. This coverage is reflected in the state’s effort to reduce the number of injuries and illnesses and promote a safety and health culture.

## **Recordkeeping and Reporting**

The State has adopted 29 CFR 1904, and NCGS 95-145 of the state Act which requires the Commissioner to ensure employers in the State prepare and maintain detailed employment records. The collection and analysis of injury and illness data are essential in determining how well the State has performed compared to established goals.

## **Voluntary Compliance Activities**

NCGS 95-126(2) of the State Act includes provisions for encouraging employers to reduce the number of occupational safety and health hazards through a number of voluntary compliance activities. Education, training, and consultative activity are provided to encourage voluntary compliance among employers. Specific strategic objectives included in this Strategic Management Plan have been implemented to encourage voluntary compliance.

## Part I: Program Activity Projections / FY 2008

	<b>Safety</b>	<b>Health</b>
Private Sector Inspections	3330	1620
Public Sector Inspections	170	30
Public Sector Consultation Visits	150	50
Private Sector Consultation Visits, if applicable	533	267

### FY 2008

Star Program Participants – General Industry	New 8	Total 25
Star Program Participants – Construction	New 2	Total 3
Star Program Participants – Public Sector	New 2	Total 2
Cooperative Programs * (Partnerships & Alliances)	New 2	Total 15
SHARP Participants	New 5	Total 30
Outreach Participants ** (Persons Trained)	New 20,000	Total 100,000

## Part II: Performance Goals (See specific Goal in Strategic Management Plan.)

<b>Strategic Goal #</b>	
<b>Performance Goal #</b>	
<b>Year One Performance Goal #</b>	
<b>Year Two Performance Goal #</b>	
<b>Strategy</b>	
<b>Performance Indicator(s) (including activity, intermediate outcome, and primary outcome measures)</b>	
<b>Data Source(s)</b>	
<b>Baseline</b>	
<b>Comment</b>	

## **Part II**

### **OSHNC Goals and Strategies**

**Figure 1**  
**OSHNC**  
**5-Year**  
**Outcome**  
**Goals**

<i>OSHNC Outcome Goal #1</i>	By 2008, reduce the rate of workplace fatalities by 15%
<i>OSHNC Outcome Goal #2</i>	By 2008, reduce the rate of workplace injuries and illnesses by 15%
<i>OSHNC Outcome Goal #3</i>	By 2008, reduce the rate of workplace injuries and illnesses in Public Sector by 15%

**Figure 2**  
**Fatality Areas of**  
**Emphasis for**  
**FY 2008**

<i>Area of Emphasis</i>	<i>Reduction in Fatality Rates</i>
Total Reduction in Fatalities	3%
1. Construction Reduction	3%
2. General Industry Reduction	3%
3. Logging, Tree Felling Reduction	3%

**Figure 3**  
**Injury and Illness**  
**Areas of Emphasis**  
**for FY 2008**

<i>Area of Emphasis</i>	<i>Reduction in Injury/Illness Rate</i>
Total Reduction in Injury and Illness	3%
1. Construction	3%
2. General Industry	3%
3. Industries with high injury and illness rate: a. Wood Products, Furniture and Related Products b. Long-Term Care	3%
4. Health Hazards a. Lead b. Silica c. Asbestos d. Styrene e. Isocyanates	N/A
5. (combined)	(combined)
6. Site Specific Targeting	3%
7. Public Sector Targeting	3%

## **North Carolina Goals**

In order to achieve the preceding targets, North Carolina has established two specific supporting goals that will guide its efforts over the next several years. They are to:

1. Reduce occupational hazards through direct interventions
2. Promote a safety and health culture through compliance assistance, cooperative programs, and strong leadership

**STRATEGIC GOAL 1*****Reduce occupational hazards through direct interventions.***

	<i>Baseline</i>	<i>5-Year</i>	<i>FY 2008 Annual</i>	
<i>Outcomes</i>				
1. Percent reduction in injury and illness rates for cases involving days away from work.	2000-2002 Average	15%	Compliance	Consultation
2. Number of worksites visited:				
1.1 Construction	1,097	N/A	1,550	140
1.2 Logging	113		100	15
1.3 Wood Products, Furniture and Related Products	262		100	30
1.4 Long-Term Care	102		60	20
1.5 Health Hazards	197		200	50
1.6 Included in 1.5*	*		*	*
1.7 Site Specific Targeting	248		240	N/A
1.8 Public Sector Targeting	65		200	200
Total for emphasis areas:	2,084		2,085	455
3. Implementation or improvement of occupational safety and health programs by division staff.	1,859	10,000	N/A	N/A
4. Number of serious hazards eliminated by compliance officers.	7,851		9,000	5,200
Number of serious hazards eliminated by consultants.	4,529			

**STRATEGIC GOAL 2**

***Promote a safety and health culture through compliance assistance, cooperative programs, and strong leadership.***

	<i>FY 2002 Baseline</i>	<i>5-Year</i>	<i>FY 2008 Annual</i>
<i>Outcomes</i>			
1. Increase in Recognition Programs: Carolina Star Programs:			
a. Carolina/Rising Star	10	30	15
b. Building /Sub-Contractor Star (began FY 2005)	2	18	3
c. Public Sector Star	0	10	2
d. SHARP (New, Renewals, Pre-SHARP)	2	38	40
2. Develop and/or sustain formal partnerships, alliances in support of the OSHNC mission.	FY 2003 = Actual (5)	15 total	2
3. Increase in total number of people participating in OSHA outreach/training programs:	FY98-03 SP Goal (65,000)	100,000 (FY 06-10)	20,000

### Performance Goal 1.1, Construction Industry Fatality Reduction

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.1 OSHNC 5-Year Outcome Goal	Reduce construction industry fatality incidence rate statewide by 15% by FY 2008.
1.1 OSHNC Annual Outcome Goal	FY 2008 – Reduce fatality incidence rate 3% statewide in Construction
Division Participation	Compliance; Consultative Services; Education, Training and Technical Assistance; Planning, Statistics, and Information Management; Director's Office
Indicator	<p>Fatality Incidence Rate for Construction activity calculated as follows:</p> <p><u>Fatality total for Construction activity in Wake County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Mecklenburg County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Cabarrus County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Dare County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Guilford County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Rowan County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Iredell County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Forsyth County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p> <p><u>Fatality total for Construction activity in Durham County x 200,000</u> No. of employees (statewide) in Construction x 2,000</p>



	<p><u>Fatality total statewide for Construction activity in x 200,000</u> No. of employees (statewide) in Construction x 2,000</p>
Baseline	<p>Baseline years = Average for FY 2000, FY 2001, FY 2002, FY 2003, FY 2004, FY 2005, and FY 2006.</p> <p>The average number of fatalities by county for Construction activity occurring between Oct. 1, 1999 and Sept. 30, 2002 is as follows: Statewide = 31.7, Wake = 3, Mecklenburg = 6, Cabarrus = 1.33, Dare = 1.33, Guilford = 2.7</p> <p>The average number of fatalities by county for Construction activity occurring between Oct. 1, 2001 and Sept. 30, 2003 is as follows: Rowan = 1.33, Forsyth = 1.33</p> <p>The average number of fatalities by county for Construction activity occurring between Oct. 1, 2004 and Sept. 30, 2006 is as follows: Durham = 1.33</p> <p>The baseline employment for Wake, Mecklenburg, Cabarrus, Dare and Guilford Counties is the average of the 3 years between Oct. 1, 1999 and Sept. 30, 2002 for Construction activity.</p> <p>The baseline for Rowan and Forsyth Counties is the average of the 3 years between Oct. 1, 2001 and Sept. 30, 2003.</p> <p>The baseline for Iredell County is the average for the first nine months of FY 2004.</p> <p>The baseline for Durham County is the average for Oct. 1, 2005 and Sept. 30, 2006.</p> <p>The data was obtained from the Employment Security Commission, Insured Employment and Wages in North Carolina, 2-Digit SIC/NAICS Code Summary Statewide.</p> <p>The statewide average number of employees in Construction trades for the period Oct. 1, 1999 through Sept. 30, 2002 = 229,400</p> <p>The statewide average number of employees in Construction trades for the period Oct. 1, 2000 through Sept. 30, 2003 = 221,500</p> <p>The statewide average number of employees in Construction trades for the period Oct. 1, 2003 through June 30, 2004 = 213,900</p> <p>The statewide average number of employees in Construction trades for the period Oct. 1, 2004 through May 31, 2005 = 226,000</p>

	<p>The statewide average number of employees in Construction trades for the period Oct. 1, 2005 through Sept. 30, 2006 = 241,200</p> <p>The Baseline Fatality Incidence Rates statewide and for the selected counties experiencing multiple fatalities for Construction activities have been calculated as follows:</p> <p><u>Fatality total for Construction activity <b>statewide</b> – 31.7 x 200,000</u>  = <b>.0138</b>  No. of employees statewide in Construction – 229,400 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Wake County</b>-3 x 200,000</u>  = <b>.00131</b>  No. of employees (statewide) in Construction 229,400 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Mecklenburg County</b>- 6 x 200,000</u>  = <b>.00262</b>  No. of employees (statewide) in Construction 229,400 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Dare County</b>-1.33 x 200,000</u>  = <b>.00058</b>  No. of employees (statewide) in Construction 229,400 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Cabarrus County</b>-1.33 x 200,000</u>  = <b>.00058</b>  No. of employees (statewide) in Construction 229,400 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Guilford County</b>-2.67 x 200,00</u>  = <b>.00116</b>  No. of employees (statewide) in Construction 229,400 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Rowan County</b>-1.33 x 200,000</u>  = <b>.0006</b>  No. of employees (statewide) in Construction 221,500 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Forsyth County</b>-1.33 x 200,000</u>  = <b>.0006</b>  No. of employees (statewide) in Construction 221,500 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Iredell County</b>-3 x 200,000</u>  = <b>.0014</b>  No. of employees (statewide) in Construction 213,900 x 2,000</p> <p><u>Fatality total for Construction activity in <b>Durham County</b>-3 x 200,000</u>  = <b>.0005</b>  No. of employees (statewide) in Construction 241,200 x 2,000</p>
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## Monthly Measures

Construction fatalities statewide (OFIR Report)  
Construction inspections in affected counties (Fatalities)  
Construction inspections in “High Activity Counties” (HAC)\*  
Fatalities in affected counties  
Fatality rate statewide  
Fatality rate in Wake County  
Fatality rate in Mecklenburg County  
Fatality rate in Dare County  
Fatality rate in Cabarrus County  
Fatality rate in Guilford County  
Fatality rate in Rowan County  
Fatality rate in Forsyth County  
Fatality rate in Iredell County  
Fatality rate in Durham County  
Consultative visits in construction trades in affected counties (Fatalities)  
Consultative visits in construction trades in “High Activity Counties” (HAC)\*  
Construction 10-hour training events where requested  
Construction 30-hour training events where requested

\*HAC – High Activity County that has experienced at least 1,000 or more residential building units during the most recent calendar year. (Source: U.S. Census Bureau). The HAC counties are: Alamance, Brunswick, Buncombe, Craven, Cumberland, Davidson, Gaston, Harnett, Henderson, Johnston, Moore, New Hanover, Onslow, Pitt, and Union.

## Annual Measure

Annually review U.S. Census Bureau residential building permit data for counties with 1,000 or more units of construction.

## STRATEGIES TO ACHIEVE GOAL

### ETTA

- Make available at least one 10-hour construction course to serve several SEP counties in a single location. Instructors for these courses come from ETTA.
- Conduct at least two 30-hour construction courses per year. Instructors for these courses come from ETTA.
- Ensure all 10-hour construction courses include information on the emphasis program.
- Review and update programs that identify the top ten serious construction citations in the past year.
- Give priority to construction emphasis-related outreach training when requested.
- Emphasize the “Big Four” causes of accidents and injuries during outreach activities.
- Participate in/conduct events that result in the training of construction employers and employees as requested.

- Support efforts in conducting annual construction outreach activities.
- Develop and distribute outreach related materials as necessary.
- Utilize “Labor One” for on-site training as requested.
- NCDOL offices and company facilities will be utilized to conduct Hispanic outreach safety training.
- Develop Spanish language publications and training materials.
- Advance the development of a new NCDOL Spanish website with basic safety and health information.
- Update the top ten annually and have it available in brochure form and posted on the web site for use no later than March 1.

## CONSULTATIVE SERVICES

- Promote consultative activities related to construction in targeted counties.
- Conduct consultative blitzes (quarterly) in counties targeted by the special emphasis program.
- Promote Recognition Programs such as Building/Sub-Contractor Star for construction employers.
- Support efforts in conducting annual construction outreach activities

## COMPLIANCE

- Support efforts in conducting annual construction outreach activities.
- Devote multiple district resources to inspect construction activity throughout the state with emphasis in the targeted counties.
- Implement construction inspection emphasis program for select counties experiencing multiple fatalities.
- Research fatality statistics quarterly to see if this emphasis program should be expanded to additional counties.
- Use Informal Settlement Agreements to require employers to attend construction training and education courses.
- Promote Building/Sub-Contractor Star for companies meeting qualifications or that could meet qualifications with assistance.
- Utilize construction inspection guidelines (OPN 96B, OPN 123F, OPN 109A) in order for reference materials to be readily available to compliance staff.

## PSIM

- Utilize fatality reinspection assignment list to record improvement in the employer’s incidence rate from the time of the fatality to the time of the reinspection.
- Annually research construction companies with 10 or more serious violations and mail them information about OSHNC outreach services.
- Annually review U.S. Census Bureau residential building permit data for counties with 1,000 or more units of construction.

- Tracking for individual counties and providing information to Team Leaders/Supervisors.
- Support efforts in conducting annual construction outreach activities.

#### DIRECTOR'S OFFICE

- Promote NCDOL construction outreach through participation in industry groups.
- Ensure resources are provided to support bureau tasks.
- Coordinate and communicate efforts with Federal OSHA to identify innovative approaches.
- Send a letter to the new 3 High Activity Counties' building permit offices, Local Home Builders Association's in the HAC Counties, and publish in the "Labor Ledger" describing the changes in this SEP for FY 2008. References to the use of "Labor One" may also be mentioned in the pre-strategies. (Implementation of changes will occur on 10/01/2007).
- Promote development and implementation of NCDOL construction industry resource webpage.
- Support efforts in conducting annual construction outreach activities.

### Performance Goal 1.2, Logging and Arborist Fatality Reduction

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.2 OSHNC 2-Year Outcome Goal*	Decrease fatality rate in NAICS 56173 and NAICS 11331 by 6% over the remaining plan period. These activities include employers and employees primarily engaged in Logging and Arborist related activities
1.2 OSHNC Annual Outcome Goal	FY 2008 – Reduce the fatality rate by 3% in NAICS 56173 and 11331.
Division Participation	Compliance; Consultative Services; Education, Training and Technical Assistance; Planning, Statistics and Information Management
Indicator	<p>Fatality Incidence Rate =</p> $\frac{(\text{Total No. Of Fatalities in 56173} + 11331) \times 200,000}{(\text{No. Of Employees in 56173} + 11331) \times 2,000}$
Source of Data	<p>The combined total number of occupational related fatalities investigated in NC in NAICS 56173 and 11331 obtained from OFIR for the federal fiscal year.</p> <p>The North Carolina Occupational Fatality Investigations Report (OFIR) is used to identify the number of qualifying occupational fatalities for this indicator. The number of employees for the Federal Fiscal Year is the average of the four quarters between Oct. 1, and Sept. 30 for NAICS 56173 and 11331. The data are obtained from the Employment Security Commission, Insured Employment and Wages in North Carolina, for Quarters Ending Dec. 31, Mar. 31, Jun. 30, and Sept. 30.</p> <p>For each NAIC, the employment level for these four quarters is totaled with this total divided by 4 to get an average for the federal fiscal year.</p>
Baseline	<p>The <u>average fatality incidence rate for FY 2000-2002</u> in the logging and arborist industry was calculated by averaging the actual fatality incidence rates for these three years, as presented in the Performance Plan reports for these years: 2000=0.0254; 2001=0.0093; 2002=0.0139 (Based on SIC Codes)</p> <p>Average fatality incidence rate = <math>(0.0254 + 0.0093 + 0.0139) / 3 = 0.0162</math> [Note: North Carolina has converted to the NAIC system for calculating industry</p>

	<p>statistics. The basis for calculating fatality rates has changed. The values reported will be converted to the new system, and previous values used in determining performance in achieving this goal will be adjusted to provide equivalent values.]</p> <p>*For reporting FY 2006 and FY 2007 results for the remaining two years, the target will be a 3% reduction for a total reduction of 6%.</p>
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### Monthly Measures

Related compliance inspections

Related fatalities

Fatality Rate

Consultative visits

OSHNC personnel trained annually

Related training events

### STRATEGIES TO ACHIEVE GOAL

The Division continues a multi-disciplinary approach using resources from compliance, consultation, and ETTA staff. Stakeholders such as the NC Forestry Association, Forestry Mutual Insurance Company and logging equipment manufacturers are supporting:

- Increase employer and employee awareness of regulatory requirements and safety and health work practices.
- Change employer's and employee's behavior to improve job safety and health through education, consultation, and compliance.
- Emphasize recognition of meaningful safety and health programs and significant reduction of injuries, illnesses, and fatalities.

### ETTA

- Utilize sources of information (OFIR, NC inspection data, etc.) to identify changes and trends in causes of fatalities in identified groups (loggers and arborists) to focus training programs and outreach materials to specific problem areas.
- Establish and maintain strong working relationships with industries, associations, groups, and key individuals. Increase the acceptance of the safety and health message through the following:
  1. Support partnership training events statewide for those engaged in arborist and logging activities. Conduct or support with instructors three events for these groups.
  2. Continue support of the NCFA working relationships.
  3. Display OSHNC information at Logging Demo Day and Forestry Day.
  4. Provide training for the Arbory Team as needed (1 session).
  5. Emphasis on overhead hazards for arborists, similar to "Heads up for Hazards" program used in logging industry.
  6. Provide technical assistance by phone on standard interpretations and answer questions relevant to logging, tree felling and arborist activities.

7. Provide training on an annual basis to 100% of OSHNC personnel identified by their bureau as requiring training in the following areas:
  1. Basic Logging (tree felling) course – 2 day.
  2. Advanced Logging (tree felling) course – 2 day.
  3. Logging Fatality Investigation course – 1 day.
  4. Fundamentals of Arbory – 2 day.

#### CONSULTATIVE SERVICES

- Conduct 15 onsite technical assistance visits to improve safety and health programs
- Provide support to assist in conducting training activities in NAICS 56173 and 11331.
- Consultants will participate in external events. (Logging Demo Day, etc.)

#### COMPLIANCE

- Conduct at least 100 inspections in appropriate NAICS.
- Provide training assistance as necessary to employers, not to exceed 40 hours.
- Provide support in training efforts (internal and external), not to exceed 50 hours.
- Provide staff support at logging, tree felling and arborist events, not to exceed 75 hours.

#### PSIM

- Provide available data in NAICS 56173 and 11331.

#### DIRECTOR'S OFFICE

- Provide resources and support to accomplish above tasks.
- Attend and participate in above activities to improve visibility and stimulate participation.



**Performance Goal 1.3, Wood Products, Furniture and Related Products  
Manufacturing Injury Reduction**

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.3 OSHNC 5-Year Outcome Goal	Reduce the injury and illness rate in establishments in three-digit NAICS 321 and 337 in support of the overall outcome goal of reducing the rate of workplace injuries and illnesses by 15%.
1.3 OSHNC Annual Outcome Goal	FY – 2008 Reduce the rate of workplace injuries and illnesses by 3%.
Division Participation	Compliance; Consultative Services; Education, Training and Technical Assistance; Planning, Statistics, and Information Management; Director's Office
Indicator	Percent change in DART rate in North Carolina for these high incident industries.
Source of Data	USDOL/BLS published DART rates in North Carolina establishments in NAICS 321 and 337.
Baseline	DART Rate for 2005 (NAICS 321 – 4.0; NAICS 337 – 3.4)

Monthly Measures

Related compliance inspections  
Related compliance interventions  
Consultative visits  
Related training events

STRATEGIES TO ACHIEVE GOAL

Utilize a multidisciplinary approach involving consultation, training, and compliance to achieve a reduction in DART rates in NAICS 321 and 337 establishments. Initial intervention with stakeholders should reflect the North Carolina approach of expanding outreach to include education, training, and consultation. This will be accompanied by targeted compliance activity.

## WOOD PRODUCTS, FURNITURE AND RELATED PRODUCTS MANUFACTURING COMMITTEE

- Continue to evaluate NAICS injury and illness data to determine if more partnerships and/or alliances should be pursued within the affected high rate industry trade groups.
- The committee will be responsible for drafting templates for each type of cooperative agreement to ensure consistency with the respective alliance and/or partnership.
  - Each partnership and/or alliance agreement, once established, will be reviewed annually by the committee to ensure each relationship is meeting the goals and objectives identified in the agreement. The committee will make recommendations to the OSH Director for termination and/or modification to the agreement if the agreement is no longer functional and/or active.
- The committee will be responsible for reviewing and updating APN 18 at least annually to ensure effectiveness and accuracy with our procedures.
- The committee will meet at least quarterly to review the status of the Strategic Plan goals and work with the various bureau management personnel to ensure that the goals are being met.
- Develop and coordinate training for designated OSHNC personnel to enhance their hazard recognition skills and abatement skills, as needed.

## ETTA

- Give SEP priority to outreach training when requested.
- Outreach to establishments in these NAICS will consist of instructional materials and advertisement of educational opportunities from NCDOL.
- Provide training on an annual basis to 100% of OSHNC personnel identified by their bureau as requiring training in the following area:
  - Basic Sawmill Training – 1 day. This course is held in conjunction with the logging training – Advanced Logging and Logging Fatality Investigation courses referenced in Goal 1.2.

## CONSULTATIVE SERVICES

- Conduct onsite technical assistance visits to improve safety and health programs.
- Continue to promote consultative activities related to this SEP. These promotions should include training activities, mailers, and telephone/site visits to solicit business.
- Promote Recognition Programs such as SHARP, Carolina Star and Rising Star in the industries affected by this SEP.
- Support training and education activities in these industries.

## COMPLIANCE

- Operations Procedure Notice (OPN) 133 and a portion of Field Operations Manual (FOM) Chapter 2 will maintain an outline of compliance inspection targeting, inspection scope and guidance for compliance officers based on the removal of NAICS 337 from targeting and tracking for the purpose of Strategic Goal 1.3.  
*\*Note: Industries in NAICS 337, i.e., Furniture and Related Products Manufacturing, have been removed from the current Strategic Goal 1.3 targeting list and placed into maintenance*

*mode. Therefore, this industry group is not currently targeted for inspection activity as part of Strategic Goal 1.3 activity, but these industries have the potential to be inspected through the General Industry targeting program and could still be inspected as the result of a complaint, accident or referral.*

- Devote multiple district resources to inspect targeted sites throughout the state with emphasis on industries/employers with higher injury/illness rates in the NAICS 321 industry groups.
- Operations Procedure Notice (OPN) 133 and portion of Field Operations Manual (FOM) Chapter 2 will maintain an outline of compliance inspection targeting, inspection scope and guidance for compliance officers relating to the removal of NAICS 337 from targeting and tracking.
- Coordinate training for designated compliance personnel with SEP Team.
- Use Informal Settlement Agreements to improve employer safety programs and require employers to attend training and education courses.
- Support training and education activities in these industries.

#### PSIM

- Evaluate, document, and implement recommendations to criteria for Compliance (inspection) targeting and document targeting criteria in the FOM.
- Identify employers with multiple OSHNC inspection violation history and attempt to target them for outreach services provided by Consultative Services Bureau and ETTA Bureau.
- Annually monitor, evaluate and utilize available injury illness data for inspection and outreach targeting purposes.

#### DIRECTOR'S OFFICE

- Promote NCDOL outreach through participation in industry groups.
- Ensure resources are provided to support bureau tasks.
- Coordinate and communicate efforts with Federal OSHA to identify innovative approaches.

### **Performance Goal 1.4, Long Term Care Injury Reduction**

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.4 OSHNC 5-Year Outcome Goal	Reduce the Days Away, Restricted, or Transferred (DART) rate in long term care (LTC) Facilities by 15% by FY 2008.
1.4 OSHNC Annual Outcome Goal	The FY 2008 goal is a 3% reduction of the most recent BLS DART rate for NAICS 623XXX through education, training, compliance inspections and consultative visits.
Division Participation	Compliance; Consultative Services; Education, Training and Technical Assistance; Planning, Statistics, and Information Management
Indicator	Percent change in North Carolina's DART in LTC Facilities.
Source of Data	Long Term Care: BLS Survey for North Carolina for the current year for NAICS 623XXX, LTC Facilities.
Baseline	The baseline is the 2003 DART rate from the BLS Survey for North Carolina for NAICS 623XXX of 5.1.

#### Monthly Measures

Inspections in LTC Facilities  
Consultative visits in LTC Facilities  
Related training events

#### STRATEGIES TO ACHIEVE GOAL

##### ETTA

- Schedule and conduct four outreach events for owners and operators of LTC facilities.
- Provide training, as requested by the LTC SEP team, on the LTC OPN and ergonomic guidelines for OSH Division staff members who will be conducting consultation visits or compliance inspections at LTC facilities.

## CONSULTATIVE SERVICES

- Conduct safety and health visits of establishments in NAICS 623XXX as requested.
- Provide support as requested in Long-Term Care at employer's sites that meet size requirements.
- Utilize ergonomics guidelines and OPN when conducting consultative visits in the LTC industry.
- Promote consultative activities related to this SEP. These promotions may include mailers, letters, training activities, and telephone/site visits to increase awareness.

## COMPLIANCE

- Conduct programmed planned, SST, and unprogrammed inspections of establishments in the NAICS 623XXX identified on specific assignments (e.g. SST, programmed planned, complaint).
- Utilize ergonomic guidelines and OPN when conducting compliance inspections in the LTC industry.

## PSIM

- Notify Team Leader of most current BLS injury/illness data for NAICS 623XXX .

**Performance Goal 1.5, Exposures for Health Hazards**

1 OSHNC Strategic Goal	Reduce occupational health hazards through direct interventions.
1.5 OSHNC 5-Year Outcome Goal	Conduct emphasis inspections, training, and consultation activity in establishments where employees might be exposed to health hazards such as lead, silica, asbestos, styrene and isocyanates.
1.5 OSHNC Annual Outcome Goal	FY 2008 - Conduct emphasis inspections, training, and consultation activity in establishments where employees might be exposed to health hazards such as lead, silica, asbestos, styrene and isocyanates.
Division Participation	Compliance; Consultative Services; Education, Training and Technical Assistance; Planning, Statistics and Information Management
Indicator	Track related health hazards program improvements, worksites visited, 10-hour courses conducted, and related training events.
Source of Data	Consultation visits and Compliance inspection database.
Baseline	Not applicable.

**Monthly Measures**

Health hazards emphasis inspections

Number of health hazards-related program improvements

Consultative visits where exposure is documented for lead, silica, asbestos, styrene and isocyanates

Average exposure severity level (of employer averages)

Related training events

## STRATEGIES TO ACHIEVE GOALS

### ETTA

- Include health hazards training in all General Industry and Construction 10-hour courses sponsored by ETTA.
- Provide external presentations on health hazards as requested.
- Develop training and informational material as requested by Health Hazards SEP Team.
- Train OSH Division staff members conducting consultative visits and compliance inspections on the Health Hazards SEP, associated OPN, and the chemicals identified in the Health Hazards SEP.

### CONSULTATIVE SERVICES

- Conduct at least 50 health visits to establishments that request a survey and have exposures to health hazards.
- Provide support on chemicals identified in the Health Hazards SEP where requested by employers and the sites meet size requirements.

### COMPLIANCE

- Conduct at least 200 inspections of establishments targeted for exposures to health hazards, which will include referrals from NCDOT for bridge abatement contracts and NCDHHS referrals for asbestos abatement projects.
- Research and review other site specific data sources that could be used to identify employers having or potentially having health hazard exposures.

### PSIM

- Assist in health hazards targeting schedule by using existing databases to pull general industry and/or construction assignments at the request of Compliance or other data for Consultative Services.

**Performance Goal 1.6, (Included in 1.5, Exposures for Health Hazards)**

1 OSHNC Strategic Goal	
1.6 OSHNC 5-Year Goal	
1.6 OSHNC Annual Goal	
Division Participation	
Indicator	
Source of Data	
Baseline	



**Performance Goal 1.7, Site Specific Targeting**

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.7 OSHNC 5-Year Outcome Goal	Reduction of days away, restricted or transferred rate (DART) by an average of 15% in establishments selected for site-specific targeted interventions by FY 2008.
1.7 OSHNC Annual Outcome Goal	FY – 2008 Reduction days away, restricted or transferred rate (DART) by an average of 3% in establishments selected for site-specific targeted intervention.
Division Participation	Compliance, Consultative Services, Education, Training and Technical Assistance, Planning, Statistics and Information Management
Indicator	Injury and illness experience at the targeted site based upon OSHA 300 data collected through the ODI survey and tracked by PSIM measuring the impact of the compliance inspection by comparing the pre-intervention DART rate to OSHA 300 data collected in subsequent years following the compliance inspection to calculate the average reduction in the overall DART rate.
Source of Data	OSHA 300 log information gathered from ODI type survey data collection forms.
Baseline	Pre-intervention days away, restricted or transferred rate (DART) for each establishment as calculated through the ODI survey data.

**Monthly Measures**

Site specific targeted inspections

SST sites with a DART reduction equal or greater than 3%

## STRATEGIES TO ACHIEVE GOALS

OSHNC will continue to utilize Federal OSHA's SST (Site Specific Targeting) procedure based upon collection and analysis of injury and illness statistics for employers who are likely to have high rates of serious illnesses and injuries.

In partnership with affected employers, the Division will allocate its resources with a goal of reducing the number of injuries and illnesses in the establishments through a multidisciplinary approach including compliance activity as well as education, training, and consultative services. A workplace targeted for inspection as part of this performance goal may require additional assistance beyond the traditional site inspection. Assistance may be given in abating violations, safety and health program development or job safety and health analysis. Employers will be encouraged to develop effective safety and health programs.

### ETTA

- Provide training and assistance to employers needing safety and health program development, as requested.

### COMPLIANCE

- Compliance will inspect the SST assignments that are provided.

### PSIM

- The Planning, Statistics, and Information Management Bureau will evaluate the use of OSH 300 data collected from the ODI Survey. This information will be scrutinized to determine consistency with ODI survey results for the employer and determine usability as interim or short-term indicators of changes in employer's injury and illness experience.
- Inspection results from the FY 2004, FY 2005, and FY 2006 SST inspection activity will be evaluated for insight into how the division may improve its services to the employers targeted through this program.

**Performance Goal 1.8, Public Sector Targeting**

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.8 OSHNC 5-Year Outcome Goal	Reduction of DART rate by an average of 15% in Public Sector establishments selected for site-specific targeted interventions by FY 2008.
1.8 OSHNC Annual Outcome Goal	FY – 2008 Reduction of DART rate by an average of 3% in Public Sector establishments selected for site-specific targeted intervention.
Division Participation	Compliance, Consultative Services, Education, Training and Technical Assistance, Planning, Statistics and Information Management
Indicator	Injury and illness experience at the targeted site based upon OSHA 300 data collected through the Public Sector Survey and tracked by PSIM measuring the impact of the compliance inspection by comparing the pre-intervention DART rate to OSHA 300 data collected in subsequent years following the compliance inspection to calculate the average reduction in the overall DART rate.
Source of Data	OSHA 300 log information gathered from Public Sector Survey data collection forms.
Baseline	<p>Most recently published Bureau of Labor Statistics average incidence rate for Public Sector entities in NC.</p> <p>Pre-intervention days away, restricted or transferred rate (DART) for the public sector as calculated through the collected survey data.</p>

**Monthly Measures**

Public Sector targeted inspections  
Public Sector consultative visits  
Public Sector Star sites  
Public Sector outreach activities  
Related training events

Strategic Management Plan  
Oct. 1, 2003 – Sept. 30, 2008

State of North Carolina

## STRATEGIES TO ACHIEVE GOALS

OSHNC will continue to collect and analyze injury and illness statistics for Public Sector employers who are likely to have high rates of serious illnesses and injuries.

In partnership with affected employers, the Division will allocate its resources with a goal of reducing the number of injuries and illnesses in Public Sector establishments through a multidisciplinary approach including compliance activity as well as education, training, and consultative services. A Public Sector site targeted for inspection as part of this performance goal may require additional assistance beyond the traditional site inspection. Assistance may be given in abating violations, safety and health program development or job safety and health analysis. Employers will be encouraged to develop effective safety and health programs. Efforts will be made to expand public sector safety and health awareness through cooperative agreements (alliances and/or partnerships) with public sector organizations such as NCALGESO and the NC Justice Academy.

### ETTA

- Provide training and assistance to Public Sector employers needing safety and health program development, as requested.
- Develop, maintain and distribute training and outreach materials as requested by the Public Sector SEP Team.
- Update the top ten annually and have it available in brochure form and posted on the web site for use no later than March 1.

### CONSULTATIVE SERVICES

- Conduct onsite technical assistance visits to improve safety and health programs.
- Promote consultative activities related to this SEP. These promotions may include mailers, letters, training activities, and telephone/site visits to increase awareness.

### COMPLIANCE

- The Compliance Bureaus will focus inspection resources to target those public sector entities and establishments with high DART rates that are in the “High DART Rate” departmental categories identified by PSIM through the cumulative injury and illness statistics collected from the Public Sector Survey and as referenced in OPN 128.
- During each compliance inspection performed under this SEP, Compliance Bureau personnel will share with the employers’ representatives information regarding specific safety and health resources available to assist them in the implementation or improvement of their safety and health processes and part of the opening conference.

## PSIM

- The Planning, Statistics, and Information Management Bureau will evaluate the use of OSH 300 data collected from the Public Sector Survey. This information will be scrutinized to determine consistency with previous survey results for the Public Sector employer and determine usability as interim or short-term indicators of changes in Public Sector employer's injury and illness experience.
- The data collected through the Public Sector Survey will be evaluated for its usability to determine the baseline DART rate to identify public sector entities and establishments for compliance inspections under the SEP in place of the BLS NC State and Local Government Rate.
- The data collected through the Public Sector Survey will be evaluated for its usability to establish new performance goals related to reductions in injury and/or illness rates in future Strategic Management Plans.
- Inspection results from the Public Sector inspection activity will be evaluated for insight into how the division may improve its services to Public Sector employers targeted through this program.

### Performance Goal 1.9, Improve Safety and Health Programs

1 OSHNC Strategic Goal	Reduce occupational hazards through direct interventions.
1.9 OSHNC 5-Year Outcome Goal	Assist in the implementation or improvement of 10,000 occupational safety and health programs by FY 2008.
1.9 OSHNC Annual Outcome Goal	FY 2008 - Implementation or significant improvement of occupational safety and health programs in 2,000 workplaces where OSHNC has had an intervention.
Division Participation	Compliance; Consultative Services; Agriculture Safety and Health; Education, Training and Technical Assistance; Planning, Statistics and Information Management; Director's Office
Indicator	<p>A. Compliance Citations associated with "training and/or program" violations.</p> <p>B. Compliance interventions (Form 55) which include safety and health program assistance.</p> <p>C. Compliance's negotiated settlement agreements which improve S &amp; H programs.</p> <p>D. Consultation visits for which a program improvement is documented.</p> <p>E. Consultation interventions (Form 66) which include safety and health program assistance.</p>
Source of Data	<p>Compliance Bureau Strategic Plan Program Improvements Report (Form 55)</p> <p>Consultation Bureau monthly IMIS tabulations and manual logs (including Form 66).</p> <p>ETTA monthly tabulation of interventions.</p>
Baseline	FY (2000-2002) – Average 1,859 program improvements.

### Monthly Measures

Consultative visits in which program improvements are documented (max. one per case file)  
 Citations for "training and/or program" violations (max. one per case file)  
 Compliance Settlement Agreements, which include program improvements

Number of Compliance and Consultation interventions which include safety and health program assistance documented on Form 55 or Form 66  
Total compliance inspections  
Total consultative visits

## STRATEGIES TO ACHIEVE GOALS

### DIVISION WIDE

OSHNC will utilize the resources of all the Bureaus in an effort to assist employers and workers with implementation and improvement of safety and health programs, or assistance in establishing safety and health management systems. The approach is intended to be consistent with proposed safety and health programs standard recognizing safety and health programs as an effective method of reducing job related accidents, injuries and illnesses.

The focus on the elimination of serious hazards in private and public sector workplaces will be maintained through compliance inspection activity, consultation visits, and outreach efforts. Outreach materials in the appropriate language will be maintained and distributed to emphasize recognition and elimination of the most frequently cited serious hazards in North Carolina for General Industry and Construction. These techniques should result in increased awareness, thereby translating into fewer injuries and illnesses.

Specific targeting strategies will continue to be pursued, focusing on hazard elimination in the industries with the highest injury and illness experience. OSHNC's current strategic focus combines efforts in logging, construction, long term care, health hazards such as lead, silica, asbestos, styrene, and isocyanates, wood products, furniture and related products, and Public Sector with programmed and site specific targeting efforts.

### ETTA

- Maintain and distribute training outreach materials/presentations on most often cited serious violations in North Carolina, the "Big Four" for Construction, hazard recognition and prevention, and basic safety and health program management.
  - Update the "top ten" brochure annually.
  - Update and distribute a companion "top ten" brochure in Spanish.
  - Conduct outreach programs that include safety and health program assistance and/or information when requested.
  - Provide information on services provided by the Consultative Services Bureau at events where the ETTA booth is present.
- Update the top ten annually and have it available in brochure form and posted on the web site for use no later than March 1.

## CONSULTATIVE SERVICES

- During Consultative visits, the number of program improvements counted towards this goal will be the number of program hazards confirmed as corrected, with no more than one per case file.
- Safety and health program assistance provided during consultative interventions will be documented on the Form 66.

## COMPLIANCE

- During Compliance inspections, the number of program improvements counted towards this goal will be the number of training and/or program violations, with no more than one per case file. Also counted towards this goal will be Settlement Agreements which include program improvements.
- Instances where safety and health program assistance is provided during Compliance interventions will be documented on the Form 55 and counted toward this goal.

## PSIM

- Provide updated data relating to the top ten most frequently cited serious hazards in NC
- Reconstruct the spreadsheet for tracking all FY 2008 strategic items.

## DIRECTOR'S OFFICE

- Participate in and support activities sponsored by ETTA, Compliance, Consultation, and PSIM to help improve safety and health programs.
- Help stimulate employer and worker interest in safety and health program improvement through public and industry presentations and promotion.
- Ensure resources are provided to enable achievement of this goal.



**Performance Goal 2.1, Expand Safety and Health Recognition Programs**

2 OSHNC Strategic Goal	Promote a safety and health culture through compliance assistance, cooperative programs, and strong leadership.
2.1 OSHNC 5-Year Outcome Goal	Expand participation in occupational safety and health recognition program efforts.
2.1 OSHNC Annual Outcome Goal	FY 2008 A. Increase the number of Star sites by 20 new sites B. Re-certify 20 existing Star sites C. Conduct 50 new first time Star Program interventions D. Conduct 100 Star Program related interventions E. Conduct 48 Star Program related presentations F. Conduct 40 SHARP-related visits
Division Participation	Consultative Services; Compliance; Ag Safety and Health; Education, Training, and Technical Assistance; Director's Office
Indicator	A. Number of new Star sites B. Number of Star site recertifications C. Number of first time Star Program interventions D. Number of Star Program related interventions E. Number of Star Program related presentations F. Number of SHARP-related sites
Source of Data	Monthly Report compiled from logs, Form 66s, and Form 55s.
Baseline	Number and classification of approved sites as of 9/30/02

**Monthly Measures**

Total new Star Sites

Total Star Recertifications

Total First-time Star Program Interventions (66's)

Total Star Program related Interventions (66's)

Total Star Program related Presentations

Total SHARP-related sites

## STRATEGIES TO ACHIEVE GOALS

### ETTA

- Promote recognition programs in cooperation with the Consultative Services Bureau.

### CONSULTATIVE SERVICES

- Continue to promote Recognition Programs on a statewide level at various safety schools and other public functions.
- Utilize computer generated monthly reports to track all Recognition Programs activities.

### COMPLIANCE

- Obtain training and certification for personnel to perform STAR assessments.
- Provide resources for on site evaluations of STAR Program applicants and related program activities.

### DIRECTOR'S OFFICE

- Promote recognition and related programs to public and private sector groups.
- Ensure resources are provided for recognition program expansion.
- Coordinate STAR expansion and other recognition programs with Federal counterparts.

**Performance Goal 2.2, Develop/Sustain Partnerships and Alliances Supporting OSHNC Mission**

2 OSHNC Strategic Goal	Promote a safety and health culture through compliance assistance, cooperative programs, and strong leadership.
2.2 OSHNC 5-Year Outcome Goal	Formalize a total of fifteen relationships with industry associations, public sector entities and not-for-profit groups by FY 2008.
2.2 OSHNC Annual Outcome Goal	FY – 2008 Formalize three additional partnerships and/or alliances for a total of 15.
Division Participation	Consultative Services; Compliance; Education, Training, and Technical Assistance; Director's Office
Indicator	Written, signed cooperative agreements.
Source of Data	ETTA database.
Baseline	5 formal partnerships, alliances in effect on October 1, 2003.

Annual Measures

Number of written, signed agreements

STRATEGIES TO ACHIEVE GOALS

ALLIANCE & PARTNERSHIP COMMITTEE

- The committee will be responsible for drafting templates for each type of cooperative agreement to ensure consistency with the respective alliance and/or partnership.
- The committee will be responsible for reviewing and updating APN 18 at least annually to ensure effectiveness and accuracy with our procedures.
- The committee will meet at least quarterly to ensure that Strategic Plan goals are being met.
- Each partnership and/or alliance agreement will be reviewed annually by the committee to ensure each relationship is meeting the goals and objectives identified in the

agreement. They will make recommendations to the OSH Director for termination and/or modification to the agreement if the agreement is no longer functional and/or active.

#### ETTA

- Cultivate working relationships with industry associations, public sector entities and not-for-profit groups to foster an improved safety and health culture.
- Continue efforts with the NCSU industrial Extension Service and the Safety and Health Council of North Carolina through the MESH program. (MESH is the Manager of Environment, Safety and Health certificate program designed to provide a base of knowledge for new safety and health managers and those with no formal safety and health training).
- Formalize through written agreements those working relationships that most benefit the mission and goals of OSHNC.
- ETTA will maintain all original signed cooperative agreements.

#### CONSULTATIVE SERVICES

- Support goals of partnerships and alliances when requested.

#### COMPLIANCE

- Support goals of partnerships and alliances when requested.

#### PSIM

- Assist bureaus in compiling information to determine success of partnerships based on analysis of injury and illness data as required by specific partnership agreements.

#### DIRECTOR'S OFFICE

- Support formalized partnerships and alliances with the resources of the division.
- Promote cooperative programs during speeches and other outreach activities.
- Sign all partnership and alliance documents for the division.

**Performance Goal 2.3, Train 100,000 Workers and Managers in Five Years**

2 OSHNC Strategic Goal	Promote a safety and health culture through compliance assistance, cooperative programs, and strong leadership.
2.3 OSHNC 5-Year Outcome Goal	<p>Train 100,000 workers and managers FY 2006 through FY 2010.            Increase the number of managers and workers trained in occupational safety and health issues in all of the following four areas:</p> <ol style="list-style-type: none"> <li>Fundamentals of worker safety and health (recognition, evaluation or control of workplace hazards);</li> <li>Emerging occupational safety and health issues and OSHA standards applicable to workers in North Carolina (compliance with standards);</li> <li>Safety and Health concerns which are the focus of OSHNC strategic and performance plans (OSHNC-targeted);</li> <li>Areas of general need by managers and workers in NC (training not otherwise specified above).</li> </ol>
2.3 OSHNC Annual Outcome Goal	<p>FY – 2008</p> <ol style="list-style-type: none"> <li>OSHNC will provide training to 20,000 workers and managers.</li> <li>OSHNC will conduct training in all four identified training areas.</li> <li>85% of managers and workers surveyed will rate OSHNC training as useful in improving safety and health in their workplaces.</li> </ol>
Division Participation	Education, Training and Technical Assistance, Director's Office, Compliance, Consultative Services
Indicator	<ol style="list-style-type: none"> <li>Total number of persons trained on relevant topics by OSHNC or in OSHNC-sponsored training events.</li> <li>Number of persons trained in each of the four identified training areas.</li> <li>Percent of surveyed managers and workers trained rating OSHNC training as useful in improving safety and health in their workplaces.</li> </ol>
Source of Data	<p>For indicators A and B: Training records maintained by the division            For indicator C: Training usefulness surveys to be conducted Quarterly.</p>
Baseline	65,000 persons trained (FY99-03 Goal)

## Monthly Measures

Total number of persons trained by OSHNC or in OSHNC-sponsored training events  
Number of persons trained in each of the four identified training areas: fundamentals; emerging and existing standards; areas of strategic focus (tree felling, long-term care facilities, construction, health hazards such as lead, silica, asbestos, styrene, and isocyanates, wood products, furniture and related products, and public sector); and in general need.  
Number of hours of formal training conducted for the initial training program (CSHO)  
Number of hours of continuing education for OSHNC personnel  
Number of hours of other job related training conducted for OSHNC personnel

Note:

Persons Trained = #persons in attendance per topic trained

## Quarterly Measures

Percent of surveyed managers and workers trained who rated OSHNC training as useful in improving safety and health in their workplaces. (Maintain an 85% satisfaction rate among those trained who rated OSHNC training as useful in improving S & H in their workplaces.)

## STRATEGIES TO ACHIEVE GOALS

### ETTA

- Focus external training activities on targeted NAICS and small business with preference for construction related training activities.
- Train 20,000 workers and managers per year.
- Develop, facilitate and/or conduct internal training for OSHNC personnel on topics addressing organizational needs based upon an annual training plan and the OSHNC strategic plan.
- Develop, conduct and manage internal technical training to maximize the use of in-house technical knowledge and training skills.
- Review and submit improvements for OPN-64 at least annually and as necessary.
- Market ETTA training opportunities through multiple avenues such as the NCDOL newsletter (the *Labor Ledger*), the ASH news bulletin (the *Cultivator*), targeted mailings and/or on the Internet. Develop and utilize innovative marketing strategies to promote OSHNC training events.
- Explore and develop appropriate alliances with other public sector and not-for-profit occupational safety and health training-providers to extend and optimize resources (synergy).
- Establish a monthly training schedule for ETTA technical staff targeting both technical knowledge and classroom instructor skills.
- Increase outreach efforts and marketing of all ETTA services to the Spanish-speaking workforce.

## CONSULTATIVE SERVICES

- Support development and execution of internal technical training.
- Train 2,100 managers and employees annually by supporting and assisting in the development and delivery of occupational safety and health training through both external and internal training.

## COMPLIANCE

- Support development and execution of internal technical training.
- Train 5,625 managers and employees annually by supporting and assisting in the development and delivery of occupational safety and health training through both external and internal training.

## DIRECTOR'S OFFICE

- Support development and execution of internal technical training.
- Set expectations for conduct of training.
- Support and assist in development and delivery of occupational safety and health training.

## **Part III**

### **FY 2008 23(g) Grant Application**



## **Part IV**

# **FY 2008 Consultation Annual Project Plan and 21(d) Grant Application**