

***USPS/OSHA Strategic Partnership Program
Annual Partnership Evaluation Report
February 25, 2004 through July 31, 2005***

Executive Summary

Overview

With more than 700,000 employees and 38,000 facilities, USPS is one of the largest employers in the world. Recognizing the injurious effects of musculoskeletal disorders (MSDs) on the workforce, the purpose of this strategic partnership is to positively impact ergonomic risk factors at the 675 mail processing centers.

The Ergonomic Strategic Partnership (ESP) between the Occupational Safety and Health Administration (OSHA), the United States Postal Service (USPS), the National Postal Mail Handlers Union (NPMHU), and the American Postal Workers Union, AFL-CIO (APWU) was signed on April 4, 2003.

Nearly 50,000 postal workers have been affected at the 36 postal facilities that have entered into the partnership. These are sites where we have a complete year of injury and illness data to evaluate.

The primary focus of this second annual evaluation is to determine the effectiveness of the partnership's Ergonomic Risk Reduction Process (ERRP) in reducing the number of MSD related injuries. This will incorporate a detailed analysis of injury and illness rates at the 36 sites covered by the evaluation report. This will include an analysis of the activities at the 26 sites that entered into the ERRP during the second year (26 new sites in Phases 2 through 4) as well as an ongoing review of sites that entered into the ERRP in Phase 1, to determine the second year progress at those 10 sites.

While the primary focus of the report will be to examine the impact of the ERRP on MSD rates, our review will also include a discussion of the ERRP process, ergonomic interventions, managers and craft employees trained, and best practices ("good ideas") shared.

Conclusions

At this juncture, the partnership is clearly yielding positive results. All of the injury and illness rates have experienced significant decreases:

- In the 36 ERRP sites -
 - MSDs in ERRP sites have been reduced by 15 %
 - Handling & Lifting injuries in ERRP sites have been reduced by 21 %
 - MSD Restricted Day Rate in ERRP sites has been reduced by 19.5 %
- Compared to non-ERRP USPS sites -
 - MSDs rates are 33% less in ERRP sites
 - Handling & Lifting rates are 75% less in ERRP sites
 - MSD Restricted Work Day rates are 60% less in ERRP sites

The ERRP has been successful in identifying a wide range of ergonomic interventions:

- Nearly 1,000 task analyses have been conducted
- Ergonomic risk factors have been identified in 70% of these task analyses
- Ergonomic controls have been implemented in more than 50% of these task analyses
- Of the 507 fixes implemented, quick fixes have been implemented within five days after the task analysis start date in 158 instances (31%).
- Good ideas are shared among the ERRP sites through the field coordinators, at the semi-annual meeting, and the ERRP website.

The workforce is being trained to properly evaluate MSD related hazards:

- Over 15,000 employees have been trained
- Approximately 17,000 hours of training has been provided to these workers

The Ergonomic Working Group, formed to facilitate the implementation of the strategic partnership process, has proven to be an effective tool in ensuring the consistent implementation and evaluation of the ERRP process.

- The Site Core Teams are an integral part of the risk reduction process
- OSHA has found that the Joint Labor and Management Safety and Health Committee participation has clearly been a benefit to the ERRP
- Employee participation is a cornerstone of the process.
 - Employee suggestions have improved working conditions
 - The training for the site coordinators and core teams continues to be updated to incorporate new ideas from the ERRP sites.
- The onsite verification evaluations have provided essential feedback for overall program assessment and improvement
- The Ergo Working Group continues to focus on ways to more expeditiously identify “non-producing” sites in order to further improve the partnership

The value of ERRP to the Postal Service is more meaningful in the context of relationships rather than dollars. Reducing MSDs to postal employees saves money by reducing the pain and suffering, but the real value to the organization has been the ability to resolve issues as a joint labor-management team with a single focus of reducing ergonomic injuries and risk factors.

**Ergonomic Strategic Partnership
Annual Partnership Evaluation Report
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Partnership Name

Ergonomic Strategic Partnership Between the Occupational Safety and Health Administration (OSHA), United States Postal Service (USPS), National Postal Mail Handlers Union (NPMHU), and American Postal Workers Union, AFL-CIO (APWU).

Purpose of Partnership

The USPS, NPMHU, APWU, and OSHA will work cooperatively to implement the ongoing process of the Ergonomic Risk Reduction Process (ERRP) to identify musculoskeletal disorders (MSDs) early, and control the risk factors that can cause injuries and illnesses to postal employees.

The USPS, NPMHU, APWU recognizes the importance of reducing MSDs. It is agreed that entering into an Ergonomic Strategic Partnership (ESP), focused on the Ergonomic Risk Reduction Process (ERRP) will enhance ergonomic controls at USPS facilities.

This scope of the second annual evaluation will be twofold: (1) to analyze the impact of the ERRP in sites that have been in the process for at least one year (26 new sites in Phases II, II, and IV; and (2) to determine the second year progress at the 10 sites that entered in Phase I.

Goals of Partnership

Goal	Strategy	Measure
Goal A: Improve the safety and health environment so that OSHA, USPS, NPMHU, and APWU can work together to reduce MSDs.	Establish a national Ergonomic Work Group (EWG) consisting of USPS, NPMHU, APWU and OSHA representatives to ensure the consistent implementation and evaluation of ERRP.	<ol style="list-style-type: none"> 1. Number of EWG meetings, site core team meetings at each site, and number of ERRP meetings. 2. Extent of local Joint-Labor Management Safety and Health Committee participation in the ESP process. 3. Site coordinator or others from the ERRP team routinely attend the Joint Labor-Management Safety and Health Committee meetings? 4. To the extent possible, employees' perceptions of the ESP process' impact on worker safety and health. <p>*See appendix A for</p>

		complete details.
Goal	Strategy	Measure
Goal B: Identify tasks and conditions where MSD incidents occur and develop and implement ergonomic control processes to reduce or eliminate MSD incidents.	Participating sites through their respective local Joint Labor-Management Safety and Health Committees will identify and prioritize work activities for the development and implementation of ergonomic control processes to include: Job Hazard Analysis, Hazard Prevention and Control.	1. Measures of incidence and severity criteria (in comparison with the baseline numbers). 2. Number of tasks reviewed and correction(s) implemented * See appendix B for complete details.
Goal C: Train USPS local managers, supervisors, NPMHU and APWU representatives, and the local Joint Labor-Management Safety and Health Committees to ensure comprehension of ergonomic risks and control processes.	Participating sites through their respective local Joint Labor-Management Safety and Health Committees will identify and prioritize work activities for the development and implementation of ergonomic control processes to include: Training.	1. Number of managers and employees trained. * See appendix C for complete details.
Goal D: Reduce the number of MSD related incidents thereby reducing the number of days away from work for both lost workday and restricted duty cases associated with MSD incidents.	Participating sites through their respective local Joint Labor-Management Safety and Health Committees will identify and prioritize work activities for the development and implementation of ergonomic control processes.	1. Measures of incidence and severity criteria (in comparison with the baseline numbers). 2. Measures of MSD injury/illness cases at participating sites. * See appendix D for complete details.
Goal E: Develop and evaluate best proven practices to be implemented in other postal facilities with similar ergonomic issues. Share best proven practices with applicable USPS operations with similar ergonomic issues.	USPS, NPMHU (National USPS/NPMHU Joint Labor-Management Safety Committee), and APWU (National USPS/APWU Joint Labor-Management Ergonomic Committee) will identify and make available best proven practices to be shared with other Postal Service facilities with similar risk in a timely manner.	1. Number of best practices shared. 2. Number of “good ideas”. See appendix E for complete details pertaining to measures and (good ideas).

Goal	Strategy	Measure
Goal F: Train local employees as appropriate to participate in the ergonomic risk reduction process.	Participating sites through their respective local Joint Labor-Management Safety and Health Committees will identify and prioritize work activities for the development and implementation of ergonomic control processes to include: Training.	1. Number of managers and employees trained. * See appendix F for complete details.

Anticipated Outcomes

With the USPS, NPMHU, APWU, and OSHA recognizing the importance of reducing musculoskeletal disorders (MSDs), the partners are working together to implement an ongoing Ergonomic Risk Reduction Process (ERRP) at participating partnership sites that will enhance ergonomic controls within USPS facilities. The USPS, NPMHU, APWU, and OSHA are working cooperatively to implement an ongoing process to identify MSDs early, and control the risk factors that can cause injuries and illnesses to postal employees.

Injury and illness rates are declining and workers' compensation costs are being lowered. In addition, a number of successful ergonomic interventions have been identified and have been implemented

Construction		Amputations in Manufacturing	
General Industry	X		
Amputations in Construction		Oil and Gas Field Services	
Blast Furnaces and Basic Steel Products		Preserve Fruits and Vegetables	
Blood Lead Levels		Public Warehousing and Storage	
Concrete, Gypsum and Plaster Products		Ship/Boat Building and Repair	
Ergo/Musculoskeletal	X	Silica-Related Disease	
Landscaping/Horticultural Services			

Section 1 General Partnership Information

Date of Evaluation Report			
Evaluation Period			
Start Date	February 25, 2004	End Date	July 31, 2005

EWG	Larry Liberatore, OSHA ¹ Richard Soltan, OSHA Maureen O'Donnell, OSHA John Hegarty, NPMHU Richard Collins, NPMHU ² TJ Branch, NPMHU Corey Thompson, APWU Gary Kloepfer, APWU Robert DelPrete, APWU ² Sam Pulcrano, USPS Robert Brant, USPS ² Larry Elyea, USPS-ERRP Loring Shiver, USPS-ERRP ² Bruce Enter, USPS-ERRP
Originating Office	DCSP – Office of Partnerships and Recognition

¹ Evaluation report committee – lead author

² Member of the evaluation report committee

Partnership Coverage			
# Employers (sites) in Phase 1	10	# Employees in Phase 1	13,526
# Employers (sites) in Phase 2 thru 4	26	# Employees in Phases 1 thru 4	35,081
Total number of sites	36	# Employees in all 36 sites (Phases 1 thru 4)	48,607

Industry Coverage (note range or specific SIC and NAICS for each partner)		
Partner	SIC	NAICS
United States Postal Service	4210	492110

Section 2 Activities Performed

Note whether an activity was required by the ESP and whether it was performed		
	Required	Performed
a. Training	Yes	Yes
b. Consultation Visits	No	N/A
c. Safety and Health Management Systems Reviewed/Developed	No	N/A
d. Technical Assistance	Yes	Yes
e. VPP-Focused Activities	No	Yes
f. OSHA Enforcement Inspections	No	Yes
g. Offsite Verifications	Yes	Yes
h. Onsite Non-Enforcement Interactions	Yes	Yes
i. Participant Self-Inspections	Yes	Yes
j. Other Activities		

2a. Training (Phases 1 thru 4)		
Employees trained		15,473
Phase 1: 1,598	Phase 3: 3,899	
Phase 2: 3,071	Phase 4: 6,905	
Total Training hours:		17,140
Managers-Supervisors 1,830	VSC 197	
Clerks 8,928	Human Resources 148	
Mail Handlers 3,725	Measures 904	
Maintenance 1,252	Computers 156	
Comments/Explanations (briefly describe activities, or explain if activity required but not performed)		
<p>OSHA representatives participated in the kick-off meetings, and as needed, in ERRP training at the participating sites.</p> <p>APWU participates in kick-off meeting with a short presentation on the process and the importance of employee participation. We provide additional ERRP training and program overviews at union specific training and general membership meetings. APWU recommends that the EWG evaluate the effectiveness of site specific training programs. This may be accomplished during program evaluation visits.</p> <p>All participating USPS sites received extensive ERRP training. Appendix C provides detailed training information.</p>		

2b. Consultation Visits (if performed, provide the following total)	
Consultation visits to partner sites	N/A
Comments/Explanations (briefly describe activities, or explain if activity required but not performed)	

N/A	
2c. Safety and Health Management Systems (if performed, provide the following total)	
Systems implemented or improved using the 1989 Guidelines as a model	N/A
Comments/Explanations (briefly describe activities, or explain if activity required but not performed)	
N/A	

2d. Technical Assistance (if performed, note type and by whom)			
	Provided by OSHA Staff	Provided by Partners	Provided by Other Party
Conference/Seminar Participation	Yes	Yes	Yes
Interpretation/Explanation of Standards or OSHA Policy	Yes	Yes	Yes
Abatement Assistance	Yes	Yes	No
Speeches	Yes	Yes	Yes
Comments/Explanations (briefly describe activities, or explain if activity required but not performed)			
<p>OSHA: Examples of Conference/Seminar Participation: OSHA has increased awareness of the Ergonomic Strategic Partnership and the ERRP process through participation at national conferences and seminars.</p> <p>Examples of these conferences are the Voluntary Protection Program Participant's Association National Conference (VPPPA), the Annual Federal Safety & Health Congress & Expo, and OSHA Compliance Assistances Training Workshops.</p> <p>During conferences and seminars, presentations were provided to private sector employees, public employees, labor representatives, government agencies, and OSHA personnel. OSHA has used examples of the structure and management of the Ergonomic Strategic Partnership in OSHA Training Courses.</p> <p>OSHA: Examples of providing Interpretation/Explanation of Standards or OSHA Policy: Each OSHA site contact has the opportunity to provide the USPS, APWU, and NPMHU with interpretation and explanation of standards or policy through their direct interaction with the site core teams.</p> <p>At the Baltimore P & DC, the local OSHA Area Office worked with the Site Core Team and the Joint Labor-Management Safety and Health Committee to resolve questions relating to the use of man lifts and the step height.</p> <p>OSHA: Examples of providing Abatement Assistance: Each OSHA site contact has the opportunity to provide abatement assistances through their direct interaction with the site core teams. At the Akron P & DC,</p>			

specific assistance was provided regarding the use of PLM lifts.

OSHA: Speeches:

OSHA provided National and Local resources at the Kick-off meetings for conducting speeches to facilitate labor, management, government cooperation and to determine OSHA's role at each site.

Conference/Seminar Participation:

ERRP has four national workshops each year for the site coordinators (March, May, August, and December). Two of the workshops focus on skills for the site coordinator and the core team, and the other two workshops update the partners on the progress of ERRP at each site. Most of the headquarters staff and several of the core team members attend the annual National Ergonomics Conference.

NPMHU national representatives attended two of the joint conferences to learn the progress of process implementation at the various sites. NPMHU national representatives also attended a national ergonomics convention given by a nationally recognized ergonomics society, and also attended a national conference on OSHA's VPP process.

APWU provides on-going ERRP program training to members and Local presidents at pre-ERRP kick-off meetings and at Local, State and National conferences. APWU national program representative meet with local union representative prior to all kick-off meetings to provide a program overview and to address questions from the local officers and members.

Speeches:

The NPMHU national representatives participated in all site "kick-offs" by explaining the Union's support for the process through a 5-minute talk.

National APWU representatives provide numerous ergonomic and ERRP related talks and speeches to non-participating facilities throughout the year.

Other:

Both the APWU and the NPMHU involve there local union leadership in the site kick-offs.

2e. VPP-Focused Activities (if performed, provide the following totals)

VPP participants of the 35 sites in Phases 1 - 4	1
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Note: In other sites not part of the Ergo Partnership, 18 sites have submitted VPP applications and are scheduled for on-site evaluations.	
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Comments/Explanations (briefly describe activities, or explain if activity required but not performed)

While VPP is not a formal component of the Ergonomic Strategic Partnership, the two initiatives clearly compliment each other. A critical component of both is cooperation and open communication between labor and management. Where an active safety and health committee exists, success has been documented in lower injury and illness rates.

2f. OSHA Enforcement Activity (if performed, provide the following totals for any programmed, un-programmed, and verification-related inspections)

OSHA enforcement inspections conducted (at 13 of the 36 sites)	22
OSHA enforcement inspections in compliance	16
OSHA citations/violations (classified as Serious - 2, Other - 5)	7

Note: This enforcement data reflects OSHA inspection activity at the 36 sites covered during this evaluation period (01/01/03 – 07/31/04)..

Comments/Explanations (briefly describe activities, or explain if activity required but not performed)

Complaint activity at USPS sites has decreased.

The number of citations classified as Serious, Repeat, Willful, and Other is 50% less than the overall industry average. None of these violations were ergo-related.

2g. Offsite Verification (if performed provide the following total)

Offsite verifications performed	4
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Comments/Explanations (briefly describe activities, or explain if activity required but not performed)

- Verification of good faith by the participants has been monitored through both off-site and on-site verification.
- Data compiled and reviewed semi-annually by the EWG has served as the basis for off-site verification.
- Data collection and progress within the partnership has been discussed at every EWG meeting. This evaluation is considered as one aspect of the off-site verification and data collected and analyzed for the annual report is one aspect of the off-site verification.

The EWG meets quarterly to review the progress of the ERRP and to resolve issues that impede or may enhance the process.

The NPMHU believes that the partners have maintained careful vigilance over the progress of participating sites through review of data at the quarterly EWG meetings. Whether the meeting was conducted via teleconference or “live,” data was distributed in advance to allow for informed discussions regarding the status of the process. In general, the NPMHU believes the process seems to be functioning well, with a few exceptions. The partners are currently in the process of formulating action plans to deal with those exceptions.

APWU believes the process appears to be working well in many locations and demonstrates a reduction in injury rates. This being said, APWU has consistently voiced it’s belief that the EWG needs to take the time to evaluate the “process”, identify those items that are working well and more so identify those things that are causing failure in some locations. The APWU believes that continuing without properly identifying areas that require adjustment or ongoing support by the partners will continue to yield site dropping from the process. At this time, there members have indicated that approximately 10% of the sites in Phases I-IV are no longer implementing the ERRP process. An

initial assessment by the APWU as to w the process is failing at these sites has identified various reasons and causes. As a group, the APWU believes the EWG need to evaluate the process in detail to identify methods to prevent additional sites from withdrawing for similar reasons.

2h. Onsite Non-Enforcement Verification (if performed provide the following total)

OSHA Onsite non-enforcement verifications performed: Mid-Island, NY South Suburban, IL	2
EWG Verifications performed: Nashville, TN Pittsburgh, PA	2
Total verifications performed in FY 2004	4

Comments/Explanations (briefly describe activities, or explain if activity required but not performed)

In March, 2005, OSHA conducted two independent non-enforcement onsite verifications. OSHA selected two USPS facilities to receive the non-enforcement verification. The OSHA verifications involved representatives from the USPS, NPMHU, and the APWU.

The EWG jointly conducted two onsite verifications. The EWG verifications involved representatives from the USPS, NPMHU, APWU, and OSHA

Sites selected for the verifications were based on the following:

1. OSHA will select two sites to receive an on-site verification. One site with the most favorable results from the evaluation period, and one site with the least favorable results from the evaluation period.
2. The EWG selected the two sites to receive an on-site verification using similar considerations.

In general, the verifications support the conclusion that the partnership is reducing injuries and illnesses. All the verifications were performed in Phase I sites, where ERRP has been in place for almost two years. There was a strong correlation between core team activity and recognition of the partnership by employees. Mid-Island P&DC has been actively implementing fixes and has a high recognition and approval by the employees. Conversely, Pittsburgh P&DC experienced a lull in ERRP activity when the site coordinator took another job and thus has less recognition among employees. The Pittsburgh plant manager recently replaced the site coordinator and she has increased the activity of the core team. In all of the verifications, management leadership and employee participation are the pivotal indicators of the effectiveness of the process.

NPMHU national representatives participated in the EWG onsite verification of the

Nashville, TN and Pittsburgh, PA Processing & Distribution Centers. The team spent several days at each site conducting random interviews with personnel at each Plant in order to ascertain the status of the ERRP in each. At the conclusion of the verification process, the EWG team met with local stakeholders to review data and offer suggestions intended to help move the process forward and to provide an independent perspective to help the local parties more accurately assess the strengths and, if applicable, any shortcomings that required their attention.

The APWU participated in the EWG site verification at the Nashville P&DC and the Pittsburgh P&DC with our partners from the Mail Handlers Union, the Postal Service and OSHA. Each review occurred over a two day time period with the partners reviewing local ERRP records and interviewing bargaining and non-bargaining employees for the purpose of determining the effectiveness of the ERRP process in each facility. At the conclusion of each site verification the EWG members met with local ERRP team members as well as the Plant Manager (or designee) for the purpose of identifying the strengths and weaknesses of the local ERRP process as well as providing direction for continued improvements.

In the second round of verification evaluations, the EWG identified three sites that were experiencing implementation problems. In two of these sites (Providence, RI and Baltimore, MD), the Site Core Teams were no longer meeting. It was the collective opinion of the EWG members that the partnerships at these sites could not be sustained and an assessment of what went wrong needed to be documented and corrective actions identified to learn from this experience. The third site (Phoenix, AZ - while it has experienced some problems in maintaining the continuity of the ERRP process - is now back on schedule in cooperatively and proactively addressing ergonomic issues. It is the intent of the EWG to conduct a verification visit at this site to learn from how this site got back on track and how to prevent this from reoccurring in the future.

2i. Participant Self-Inspections (if performed provide the following totals)

Self-inspections	N/A
Hazards and/or violations identified and corrected/abated	N/A

See Appendix B (Tasks and Conditions where MSD Incidents Occur) and Appendix E (“Good Ideas”) for a detailed discussion of MSD interventions.

Comments/Explanations (briefly describe activities, or explain if activity required but not performed)

Goal B of the Ergonomic Strategic Partnership is to identify tasks and conditions where MSD incidents occur and develop and implement ergonomic control processes to reduce or eliminate MSD incidents.

Site core teams use their MSD history (2-3 years) and suggestions from employees to establish their priorities for task analysis. The task analysis identifies ergonomic risk factors and the root cause of the MSDs. After the root cause is recognized, then the teams use brainstorming to identify alternatives to eliminate or reduce the root cause. Through this process, teams stay focused on the identification and elimination

of ergonomic risk.

The APWU believes that self inspection is a key component to the success of the process, as a part of the self inspection must be the implementation of processes identified to reduce ergonomic risks. We have noted that resistance to implementing risk reduction processes has been an issue in some installations. Further examination of this issue should be a goal of the EWG in the upcoming year.

2j. Other Activities (briefly describe other activities performed)

The Ergonomic Strategic Partnership is based on the ergonomic risk reduction process (ERRP) which is a participatory ergonomics process aimed at reducing risk factors and musculoskeletal disorders (MSDs) among Postal workers. The key components of ERRP are:

- Management Leadership
- Training of Managers, Supervisors, and Employees
- Employee Participation Process
- Evaluation Job Hazard Analysis and Control
- MSD Management
- Process Evaluation
- Communications

Section 3 Illness and Injury Information³

* Injury and illness information is displayed within Appendix D.

Section 4 Partnership Plans, Benefits, and Recommendations

Changes and Challenges for the EWG (check all applicable)		
	Changes	Challenges
Management Structure of EWG	No	No
Participants	Yes	No
Data Collection	No	Yes
Employee Involvement	No	Yes
OSHA Enforcement Inspections	No	No
Partnership Outreach	No	No
Training	No	No
Other (specify)	No	No

Comments**Participation Changes:**

This report evaluated the 36 sites that entered the Ergonomic Strategic Partnership from January 31, 2003 through January 29, 2004.

Data Collection Challenges:

The USPS has implemented the Enterprise Data Warehousing (EDW) system to provide the necessary data to measure the success of the ERRP. Much of the data used in this evaluation process were provided by the USPS and the metrics of the EDG .

Surveys, on-site interviews, and direct observations by the EWG provided corroboration to the statistical data provided by the USPS.

Employee Involvement (Craft/Management) Challenges:

Within the original partnership agreement, the ERRP was initially designed to be implemented through the local Joint Labor-Management Safety and Health Committee. Over time, the Site Core Team has become the primary facilitator of the ERRP at the site level. OSHA has seen the significant improvements at those sites where an active Joint Labor-Management Safety and Health Committee's participation complimented the efforts of the ERRP Site Core Teams . In many instances, the same individuals were members of the ERRP Site Core Team and the Joint Labor-Management Safety and Health Committee.

Plans to Improve (check all applicable)

	Improvements	N/A
Meet more often	No	
Improve data collection	Yes	
Employee Involvement	Yes	
Conduct more training	Yes	
Change goals	No	

Comments**Improvements to employee Involvement.**

Many of the site core team members also serve on the Joint Safety and Health Committee. Those dual members provide updates to both the Joint committee and the ERRP site core team

Partnership Benefits (check all applicable)

Increased safety and health awareness	Yes
Improved relationship with OSHA	Yes
Improved relationship with employers	Yes
Improved relationship with employees or unions	Yes
Increased number of participants	Yes
Other (specify)	

Comments

Benefits have been noted in safety and health awareness, improved relationship with OSHA, employers, and with employees, through the work of the Ergonomic Work Group and all USPS, APWU, NPMHU, and OSHA personal working within

the Ergonomic Strategic Partnership. With the projected 175 sites to participate in the partnership over the next 5 years, thousands of postal employees will benefit through the Ergonomic Risk Reduction Process.

Status Recommendation (check one)

Partnership Completed	N/A
Continue/Renew	YES
Continue with the following provisions:	
It is recommended to maintain the level of commitment of the Ergonomic Strategic Partnership and the noted benefits of the ERRP	
Terminate (provide explanation)	

Area of Data Collection

By January 29, 2005, 36 individual USPS facilities were participating in the Ergonomic Strategic Partnership. The data collection and analysis for this evaluation will focus on a comparison of results from the Phase 1 kick-off, Sites 1 through 10 (these sites were covered during the first evaluation) and Phases 2 through 4, covering Sites 11 through 36.

To maintain data collection consistency, the Ergonomic Work Group decided to evaluate data from USPS facilities that have been in the Ergonomic Strategic Partnership for one year or greater. By collecting and evaluating data from multiple USPS sites that have either just entered the partnership or have only partially completed their training courses, the EWG felt this data would not fully reflect what the partnership is designed to accomplish.

Below are sites that were represented in Phases 1 through 4:

Phase 1 (10 Sites)			
Site #	Site / Location		Date started in the ERRP
1	Richmond P&DC	Richmond, VA	January 31, 2003
2	Providence P&DC	Providence, RI	February 04, 2003
3	Mid-Island P&D	Mid-Island, NY	February 05, 2003
4	Phoenix P&DC	Phoenix, AZ	February 06, 2003
5	Pittsburgh P&DC	Pittsburgh, PA	February 11, 2003
6	Nashville P&DC	Nashville, TN	February 12, 2003
7	FT Worth P&DC	Fort Worth, TX	February 13, 2003
8	Portland P&DC.	Portland, OR	February 20, 2003
9	Minneapolis P&DC	Minneapolis, MN	February 24, 2003
10	South Suburban	Bedford Park, IL	February 25, 2003

Phase 2 (10 Sites)			
Site #	Site / Location		Date started in the ERRP
11	M L Sellers P&DC	San Diego, CA	May 15, 2003
12	Buffalo P&DC	Buffalo, NY	May 19, 2003
13	Cincinnati P&DC	Cincinnati, OH	May 20, 2003
14	Portland P&DC	Portland, ME	May 22, 2003
15	Austin P&DC	Austin, TX	May 27, 2003
16	Birmingham P&DC	Birmingham, AL	May 28, 2003
17	Indianapolis P&DC	Indianapolis, IN	May 29, 2003
18	Tampa P&DC	Tampa, FL	June 02, 2003
19	Oakland P&DC	Oakland, CA	June 04, 2003
20	Philadelphia P&DC	Philadelphia, PA	June 10, 2003
Phase 3 (7 Sites)			
Site #	Site / Location		Date started the ERRP
21	Ft. Lauderdale PD&	Ft. Lauderdale, FL	September 08, 2003
22	Columbus PD&C	Columbus, OH	September 10, 2003
23	Santa Ana PD&C	Santa Ana, CA	September 11, 2003
24	Grand Rapids PD&C	Grand Rapids, MI	September 16, 2003
25	Raleigh PD&C	Raleigh, NC	September 18, 2003
26	Baton Rouge PD&C	Baton Rouge, LA	September 23, 2003
27	Denver PD&C	Denver, CO	September 25, 2003
Phase 4 (9 Sites)			
Site #	Site / Location		Date started the ERRP
28	Baltimore P&DC	Baltimore, MD	January 05, 2004
29	Atlanta P&DC	Atlanta, GA	January 06, 2004
30	Los Angeles P&DC	Los Angeles, CA	January 08, 2004
31	Charlotte P&DC	Charlotte, NC	January 14, 2004
32	Jacksonville P&DC	Jacksonville FL.	January 15, 2004
33	Tulsa P& DC	Tulsa, OK	January 20, 2004
34	San Francisco P&DC	San Francisco, CA	January 22, 2004
35	Midway PDF	San Diego, CA	January 23, 2004
36	Cleveland P&DC	Cleveland, OH	January 29, 2004

Appendix A

Goal A: *Improve the safety and health environment*

Partnership Goal

Goal A of the Ergonomic Strategic Partnership is to improve the safety and health environment so that OSHA, USPS, NPMHU, and APWU can work together to reduce MSDs.

Strategy for obtaining goal

The strategy for obtaining this goal is to establish a national Ergonomic Work Group (EWG) consisting of USPS, NPMHU, APWU and OSHA representatives to ensure the consistent implementation and evaluation of the Ergonomic Strategic Partnership process.

Measurement of the Goal

The Ergonomic Work Group will use the following measures to determine the effectiveness of the goal.

- Number of EWG meetings.
- Number of Site Core Team meetings at each site.
- Number of ERRP meetings.
- Extent of local Joint Local-Management Safety and Health Committee participation in the ESP process.
- Site coordinator or others from the ERRP team routinely attend the Joint Labor and Management Safety and Health Committee meetings?
- To the extent possible, employees' perceptions of the ESP process' impact on worker safety and health.

Results

- **EWG Meetings**
The national EWG, formed at the conception of the partnership, has been vigilant in ensuring that partnership his consistent in the implementation of the ERRP and has performed the necessary oversight in its evaluation of the overall effectiveness of the strategic partnership process. During this evaluation period, the EWG scheduled several teleconferences and held five meetings. Effective lines of communication remained open throughout the two years via numerous telephone calls and e-mails. The EWG has proven to be a very effective workgroup in sharing of ideas and information, resolving issues, future planning, and improving the safety and health environment so that OSHA, USPS, NPMHU, and APWU can work together to reduce MSD's in the USPS. This team approach has been particularly evident in the workgroups that conducted the on-sites verifications.
- **Number of site core team meetings**
To improve the safety and health environment so OSHA, USPS, NPMHU, and APWU have worked together to reduce MSDs. Site core team meetings were scheduled and held throughout all participating USPS facilities. The Phase 1 sites remained active in maintaining their site core team meetings ranging from (1 to 3) meetings per week.

- **Number of ERRP meetings**
The EERP maintained open communication with site coordinators by establishing and conducting site coordinator meetings and office staff meetings.
- **To the extent possible, employees' perceptions of the ERRP process' impact on worker safety and health.**
 - In lieu of an employees' perception survey of the ERRP process's impact on worker safety and health, we relied on on-site observations of OSHA personnel that have participated in Site Core Team meetings as well as the observations of the EWG members during kick-offs and verification visits.
 - A positive correlation existed where the Site Core Teams and the Joint Labor and Management Safety and Health Committee were co-participants in the ERRP.

Conclusions

- The EWG is a very effective workgroup in improving the safety and health environment so that OSHA, USPS, NPMHU, and APWU can work together to reduce MSD's in the USPS. The workgroup is encouraged to continue to schedule well in advance all meetings and teleconferences to maintain an open line of communication to address the goals and objectives of the partnership.
- The scheduled ERRP meetings appear to be very effective in maintaining the organization and structure required to implement the ERRP process throughout the participating sites within the partnership.

Appendix B

Goal B: *Identify tasks and conditions where MSD incidents occur*

Partnership Goal

Goal B of the Ergonomic Strategic Partnership is identify tasks and conditions where MSD incidents occur and develop and implement ergonomic control processes to reduce or eliminate MSD incidents.

Strategy for obtaining goal

The strategy for obtaining this goal is for participating sites through their respective Site Core Teams and Joint Labor-Management Safety and Health Committees to identify and prioritize work activities for the development and implementation of ergonomic control processes to include: Management Leadership; Training of Managers, Supervisors, and Employees; Employee Participation Process; Evaluation Job Hazard Analysis and Control; MSD Management; Process Evaluation; and Communications.

Measurement of the Goal

The Ergonomic Work Group will use the following measures to determine the effectiveness of the goal. Measures of incidence and severity criteria (in comparison with the baseline numbers) and the number of tasks reviewed and correction(s) implemented.

Measures of incidence and severity criteria (in comparison with the baseline numbers)

Measures of number of tasks reviewed and correction(s)

Under the Ergonomics Risk Reduction Process (ERRP), the strategy to maximize the initial push to decrease muscular-skeletal disorders (MSD) was to identify the areas where the highest number of injuries/accidents could be documented. This data essentially drove the process which identified the types of tasks and working conditions that led to MSDs. Early in the site development, the site coordinator and field coordinator worked to compile this information, so when the site training was completed, the team was ready to address the initial problem areas.

For example, if there were an inordinately high number of back strains identified in the outgoing flats operation, the team would conduct a task analysis of the job(s) that were resulting in these injuries. The team might find that employees were required to reach across a take-away line, or some other obstacle, to make the lift of the full flat trays being dispatched. An ergonomic control in this instance could be as simple as removing the obstacle that stands between the employee and the bucket of flats. This process would then be repeated in other areas of the facility, beginning with the area(s) that showed the highest number of injuries/accidents.

The ergonomic controls themselves would vary from the simple solution described above to more technically complex fixes. For example, one facility was experiencing problems with the conveyor belt in the letter mail dispatch area (loose pack). The problem was caused because the final section of conveyor belt, immediately adjacent prior to where the mail handlers were sleeving and strapping the cardboard trays of mail, was continuously overloaded. The ergonomic control in this instance had to be implemented by the maintenance craft, who installed a sensor switch to stop the flow of trays at a point

where the back-pressure created by those trays was manageable for the people who had to remove them from the bottom of the conveyor belt.

No measurement was put in place to track the number of times that any local parties met as a Safety and Health Committee, or whether the number of meetings of that committee increased or decreased. Anecdotally, however, the response from the mail handler craft has been positive. The Safety and Health Committee is an important asset for the ERRP team to utilize both for the purpose of increasing safety awareness, and for getting other employees involved in the safety process. This is an important venue for labor and management to put aside personal agendas and differences and work toward creating a proactive safety consciousness amongst the people on the workroom floor.

The Safety and Health Committee, along with the ERRP Core team, is where management and the labor representatives will have a chance to show leadership. If the people who have been chosen to lead this process don't deliver results, or convey their sincere best effort to the workforce through their actions as well as their words, the process will suffer. In simple terms, it means making the employee's safety a true priority. If we take care of our employees, they will take care of the mail.

The following chart represents the number of task analysis conducted, task analysis resolved, fixed implemented and quick fixes implemented. They are defined as:

Task Analysis Conducted

- A task analysis has been conducted when: there has been a review of the MSD data, JSA and SOP; employees who perform the task have been interviewed; core team member have observed the task on all tours; and the core team has identified the steps in the task and the ergonomic risk factors associated with the task.

Task Analysis Resolved

- The task analysis resolved category is a place to account for a job improvement that was identified, but not yet implemented. Resolved means: the root cause of the MSDs or concern has been identified; the core team has identified control alternatives; control(s) have been tested; a control has been selected; an implementation plan has been developed and approved at the appropriate level.

Fixes Implemented

- A control has been implemented and employee feedback shows that the control is acceptable to the people who perform the task.

Quick Fixes Implemented

- A quick fix has been implemented within five days after the task analysis start date. The core teams were asked to also include their quick fix numbers in the totals they submit for fixes implemented.

Measures of incidence and severity criteria (in comparison with the baseline numbers)

- The strategy of identifying areas where the highest number of injuries/accidents were documented has proven to be an effective means for the Site Coordinator and Field Coordinator to determine the focus of the site core team to conduct task analyses and implement fixes if required. There is evidence of the overall number of task reviewed and corrected.

Tasks reviewed and correction(s) implemented

- The following data provides a detailed examination of the results of the task analyses conducted at the 36 sites covered by this evaluation report.

Task Analyses by Phase

PHASE 1				
Site	Analysis Conducted	Analysis Resolved	Fixes Implemented	Quick Fixes
Richmond	0	0	0	0
Providence	4	0	1	0
Mid-Island	20	23	18	6
Rio Salado Annex	4	0	0	0
Phoenix	7	2	1	0
Pittsburgh	19	13	16	1
Nashville	21	12	4	1
Ft. Worth	35	19	20	13
Minneapolis	13	33	20	5
South Suburban	0	1	11	0
Portland	32	25	24	3
Total	155	128	115	29

PHASE 2				
Site	Analysis Conducted	Analysis Resolved	Fixes Implemented	Quick Fixes
ML Sellers	17	6	2	1
Buffalo	42	38	40	4
Cincinnati	24	11	11	2
Portland ME	16	18	10	3
Austin	4	1	3	0
Birmingham	37	13	13	2
Indianapolis	110	37	26	11
Tampa	11	19	14	1
Oakland	12	15	13	1
Philadelphia	11	7	6	2
Total	284	165	138	25

PHASE 3				
Site	Analysis Conducted	Analysis Resolved	Fixes Implemented	Quick Fixes
Fort Lauderdale	25	4	2	2
Columbus OH	65	33	23	4
Santa Ana	21	11	6	5
Grand Rapids	16	9	8	3
Raleigh	28	7	2	7
Baton Rouge	26	23	26	5
Denver	42	35	24	14
Total	223	122	91	40

PHASE 4				
Site	Analysis Conducted	Analysis Resolved	Fixes Implemented	Quick Fixes
Baltimore	42	48	33	21
Atlanta	12	0	0	2
Los Angeles	18	48	13	3
Cleveland	39	24	15	13
Charlotte	25	26	19	7
Jacksonville	37	32	11	0
Tulsa	26	26	21	8
San Francisco	34	21	6	8
Midway	51	52	45	2
Total	284	277	163	64

Recap of Task Analyses

Tasks	Phase 1	Phase 2	Phase 3	Phase 4	Total
Analysis Conducted	155	284	223	284	949
Analysis Resolved	128	165	122	277	692
Fixes Implemented	115	138	91	163	507
Quick Fixes	29	25	40	64	158

Conclusions:

By all accounts, the sites in Phases I through IV whose performance is under scrutiny in this report have met this goal’s objective. Specific examples:

- Nearly 1,000 task analyses have been conducted in these 36 sites in a span of 18 months
- Ergonomic controls have been implemented in more than 50% of these task analyses
- Of the 507 fixes implemented, quick fixes have been implemented within five days after the task analysis start date in 158 instances (31%).

The ERRP has been successful in identifying a wide range of ergonomic interventions (See Appendix for a detailed description of these interventions).

Measures of incidence and severity criteria (in comparison with the baseline numbers)

The strategy of identifying areas where the highest number of injuries/accidents were documented appeared to be an effective means for the site coordinator and field coordinator to determine the focus of the site core team to conduct task analyses and implement fixes if required. No documentation was available for the individual sites incidence and severity data for comparison to the task analysis and fixes implemented. There is evidence of the overall number of task reviewed and corrected. The chart that appears at the end of this Appendix (entitled “ A Comparison of Injury and Illness rates between USPS sites overall and those in the ERRP IN Phases I through III”) gives some idea of the impact the Ergonomic Risk Reduction Process has had on the types of injuries that have been targeted by this process.

A Comparison of Injury and Illness rates between USPS sites Nationwide and those in the ERRP in Phases I through III

	FY 2003	FY 2004	Diff	FY 2003 Rate	FY 2004 Rate	Diff	Percent Diff
OSHA Recordable I&I							
Nation - (I+II+III)	51338	43094	-8244	7.34	6.25	-1.09	
Phase I+II+III	2694	2269	-425	7.28	6.31	-0.97	-11.0%
OSHA Recordable MSD							
Nation - (I+II+III)	19206	15030	-4176	2.75	2.18	-0.57	
Phase I+II+III	1564	1249	-315	4.23	3.47	-0.75	33.0%
OSHA Recordable H/L MSD							
Nation - (I+II+III)	8547	6915	-1632	1.22	1.00	-0.22	
Phase I+II+III	609	454	-155	1.65	1.26	-0.38	75.0%
OSHA Recordable MSD LWD							
Nation - (I+II+III)	8076	6438	-1638	1.15	0.93	-0.22	
Phase I+II+III	560	438	-122	1.51	1.22	-0.30	33.7%
OSHA Recordable MSD RWD							
Nation - (I+II+III)	9597	7648	-1949	1.37	1.11	-0.26	
Phase I+II+III	913	736	-177	2.47	2.05	-0.42	60.0%

Clearly, when one looks at the impact of the ERRP on MSD recordable injuries and illness rates is unmistakable (versus the nationwide USPS rate):

- MDS rates are 33% less in ERRP sites
- Handling and Lifting rates are 75% less in ERRP sites
- MSD Lost Work Day rates are 34% less in ERRP sites
- MSD Restricted Work Day rates are 60% less in ERRP sites

Tasks reviewed and correction(s) implemented

Raw data can be supplied on task analysis conducted/resolved, as well as fixes implemented and quick fixes, either as an aggregate number for all 36 sites, or by each individual site.

Appendix C

Goal C: Training

Partnership Goal:

Goal C of the Ergonomic Strategic Partnership is to train USPS local managers, supervisors, NPMHU and APWU representatives, and the Joint Labor-Management Safety and Health Committees to ensure comprehension of ergonomic risks and control processes.

Strategy for obtaining goal:

The strategy for obtaining this goal is for participating sites through their respective site Core Teams and Joint Labor-Management Safety and Health Committees to identify and prioritize work activities for the development and implementation of ergonomic control processes. The ergonomic control process will include training.

Note:

Goal F of the Ergonomic Strategic Partnership is to Train local employees as appropriate to participate in the ergonomic risk reduction process. The training of “local employees” has been captured and the measure will be represented in the cumulative training statistics within this appendix.

Measurement of the Goal

The Ergonomic Work Group has based the effectiveness of achieving this goal on the total number of managers and employees trained in the ERRP process at the evaluated worksites.

Training Courses Developed and Ergonomic Briefings

The following ERRP training courses were developed and provided to USPS local managers, supervisors, NPMHU and APWU representatives to ensure comprehension of ergonomic risks and control processes. In addition, employees received ergonomic briefings concerning such varied topics as the loading of the benefits of a rotation on mechanical equipment like SPBS's, , and the pushing of equipment as opposed to pulling.

Managers & Supervisors – 2 hours

- **Target audience:** All managers and supervisors (including adjacent areas such as VMF and Retail Window), local union presidents.
- **Course Description:** Provides an introduction to the field of ergonomics and the USPS Ergonomics Risk Reduction Process. Reviews the basic principles of ergonomics and prevention of MSDs. Outlines the responsibilities of supervisors in the ergonomic process.
- **Objectives:** Understand in general terms what ergonomics is all about. Understand in general terms the Ergonomics Risk Reduction Process. Understand their role in the process.

Safety Committee & Site Core Team – 2 days

- **Target audience:** Safety & Health Committee Members, In-Plant Support, Safety Specialists, and ergonomics site core team.

- **Course Description:** Sixteen (16) hour course that provides a foundation for implementing the facility ergonomics process.
- **Objectives:** Empower the participants to implement a facility-level ergonomics process. Understand and apply the basic principles of ergonomics. Understand the core concepts of the ERRP and their role in the process. Be comfortable with the ability to perform basic task evaluations and generate ideas for improvement.

Ergonomic Measurements – 4 hours

- **Target audience:** Site core team, In-Plant Support, Safety Specialists, Ergonomics Coordinators, and others interested in advanced training.
- **Course Description:** Provides advanced training in quantitative ergonomic measurement techniques.
- **Objectives:** Show that the basic principles taught in the Core Team course have a basis in science and engineering. Improve the participant's ability to evaluate ergonomics concerns by knowing the units of measure and techniques for measuring. Learn tools that can be applied and in what circumstances.

Human Resources – 1 hour

- **Target audience:** HR Department Staff, process owner, site coordinator, and union representatives from core group.
- **Course Description:** Provides a professional-level introduction to the field of ergonomics and prevention of MSDs. Describes the start-up project and the on-going ergonomics process. Outlines the responsibilities of HR staff members in the ergonomics process.
- **Objectives:** Understand importance of ergonomics in day-to-day HR activities. Understand the importance in general terms the purpose of ERRP. Understand their role in the process.

Maintenance Craft – 1 hour

- **Target audience:** Maintenance Employees
- **Course Description:** Provides an introduction to the field of ergonomics and ERRP. Reviews the basic principles of ergonomics and prevention of MSDs. Outlines the responsibilities of maintenance employees in the ergonomics process.
- **Objectives:** Understand in general terms what ergonomics is all about. Understand in general terms ERRP. Understand their role in the process. Appreciate the importance of the Maintenance Department in implementing task improvements and in adding their own creativity in problem solving. Understand common ergonomics concerns for maintenance employees.

Computer Ergonomics – 1 hour (21201-27)

- **Target audience:** Active computer users (especially 4+ hours per day, but open to others)
- **Course Description:** Provides a review of the basic principles of ergonomics

and how they apply to arranging a computer workstation. Tips and ideas helpful for computer work both at home and on the job, focusing on low cost improvements that can be obtained with existing furniture and equipment.

- **Objectives:** Understand in general terms what ergonomics is all about. Understand core principles of ergonomics and how they apply to a computer workstation. Be able to rearrange own workstation based on above principles. Be able to evaluate a computer workstation in basic terms.

Craft employees in targeted work areas – 1 hour

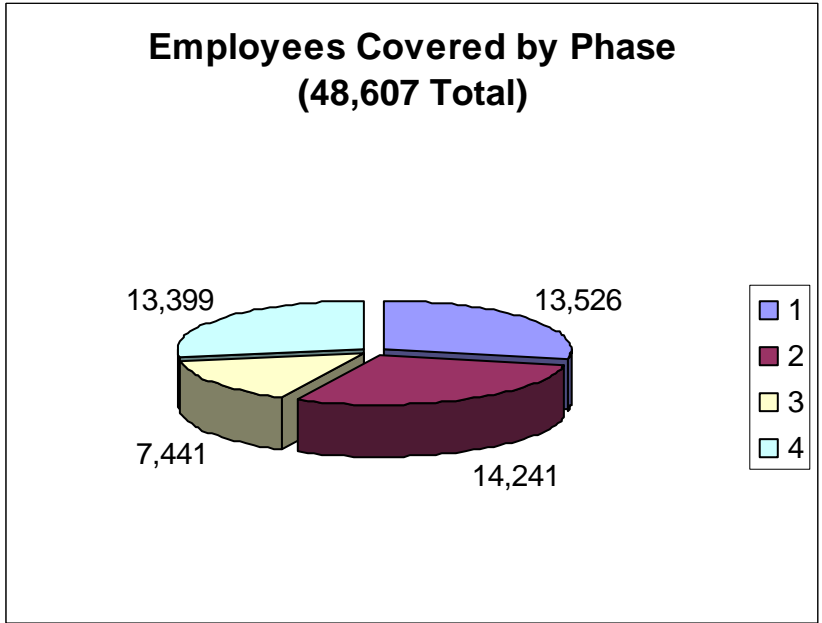
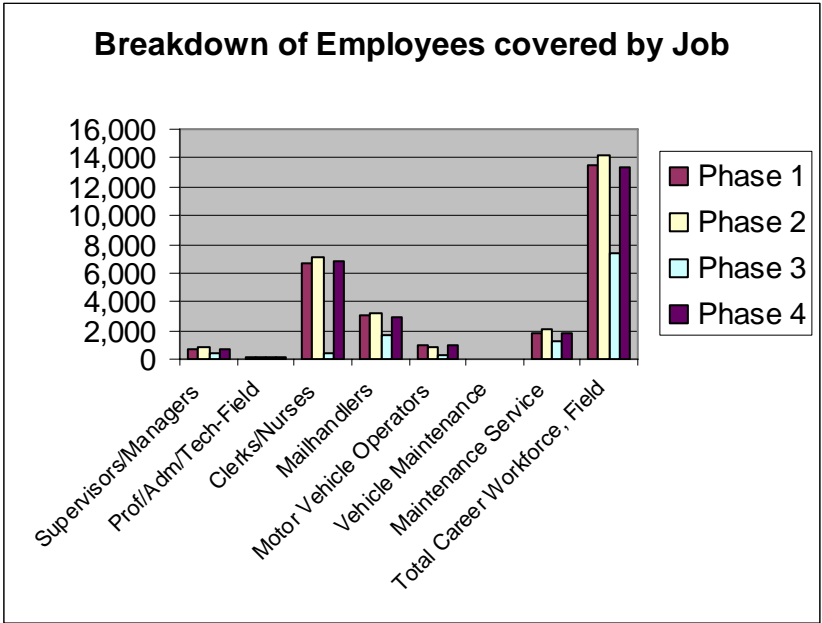
- **Target audience:** Craft employees, by targeted work area.
- **Course Description:** Provides an introduction to ERRP. Reviews the basic principles of ergonomics and outlines the responsibilities of employees in the ergonomics process. Taught to targeted groups of employees as determined by Site Core Team.
- **Objectives:** Understand in general terms what ergonomics is all about. Understand in general terms ERRP. Understand their role in the process. Understand the context of the program as a foundation for subsequent Safety/Service talks.

Actions and outcome

To visually display the training courses provided, the following data points are captured:

Training Provided by Job Description

Job Description	Phase 1	Phase 2	Phase 3	Phase 4	TOTALS
Supervisors/ Managers	741	826	415	753	2,735
Prof/Adm/Tech-Field	129	116	76	119	440
Clerks/Nurses	6,709	7,127	378	6,843	21,057
Mailhandlers	3,056	3,246	1,656	2,932	10,890
Motor Vehicle Operators	985	797	296	954	3,032
Vehicle Maintenance	29	22	10	28	89
Maintenance Service	28	2,107	1,207	1,770	5,112
Total	13,526	14,241	7,441	13,399	48,607



Analysis of Training Data:

Perhaps the most interesting item in regards to the training data is that the projects which have been part of the partnership for the least time tend to have a larger percentage of their employees trained than those that have been in the partnership for a longer time. For instance of the 13,526 individuals represented by the Phase I participants, only 1,598 have received some form of training, comprising 12% of all employees. On the other hand, of the 13,399 individuals represented by the Phase IV participants (the last participants that have at least one full year of data since they joined), 6,905 individuals have received some training. This represents 52% of all employees. The intervening years also indicate this trend.

Conclusions

- Training has shown to be a critical part of the process in terms of the core teams being able to identify ergonomic stressors, having the ability to recognize interventions, and implementing the corrective measures.
- We will continue to track training in earlier phases to ensure that employees maintain the ability to identify ergonomic interventions.

Appendix D

Goal D: *Reducing the number days away from work*

Partnership Goal

Goal D of the Ergonomic Strategic Partnership is to reduce the number of MSD related incidents thereby reducing the number of days away from work for both lost workday and restricted duty cases associated with MSD incidents.

Strategy for obtaining goal

The strategy for obtaining this goal is for participating sites through their respective Site Core Teams and local Joint Labor-Management Safety and Health Committees to identify and prioritize work activities for the development and implementation of ergonomic control processes to include: Management Leadership, NPMHU and APWU Representative/Employee Participation, Job Hazard Analysis, Hazard Prevention and Control, Training, and Program Evaluation.

Measurement of the Goal

The Ergonomic Work Group will use the measures of MSD injury/illness cases at participating sites and the measures of incidence and severity criteria (in comparison with the baseline numbers) to determine the effectiveness of the goal.

Actions and outcome

The ERRP calculated and compared five data points for:

1. Sites 1 - 10 in Phase 1: Examined the impact of the ERRP on injury /illness rates from year to year as well as the cumulative impact of the ERRP.
2. Sites 11 - 36 in Phases 2 – 4: Tracked the impact of the ERRP in the one year of available data

The data points captured and represented in the charts below are:

- OSHA Recordable Injury and Illness Rate (overall)
- OSHA Recordable MSD case Rate
- OSHA Recordable Handling and Lifting Rate
- Days Away Restriction or Transfer Rate
- OSHA Restricted Day Case Rate
- OSHA Lost Workday Case Rate

Chart Appendix D – 1

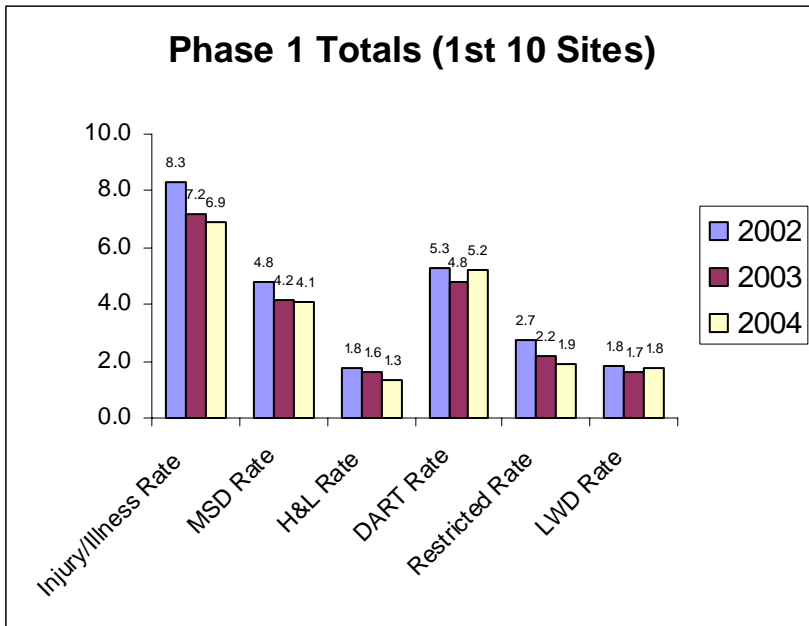


Chart Appendix D – 2

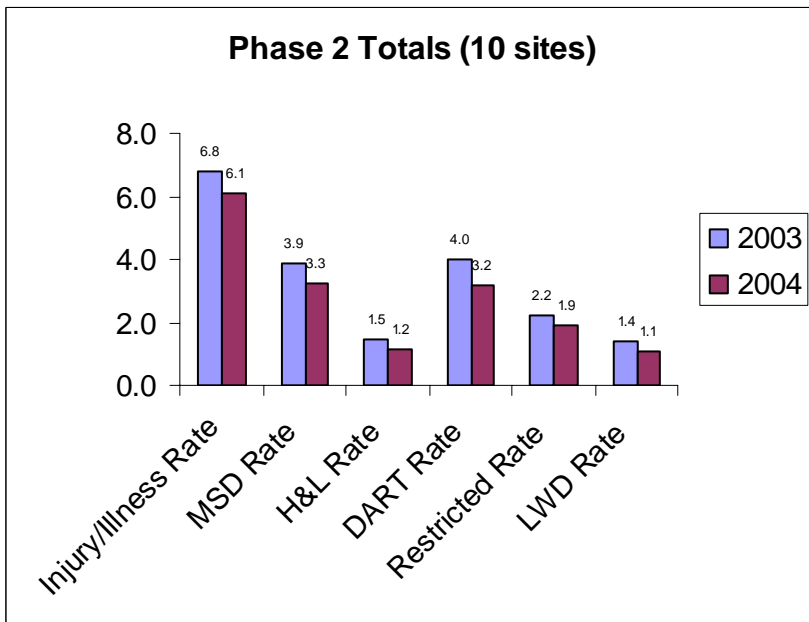


Chart Appendix D – 3

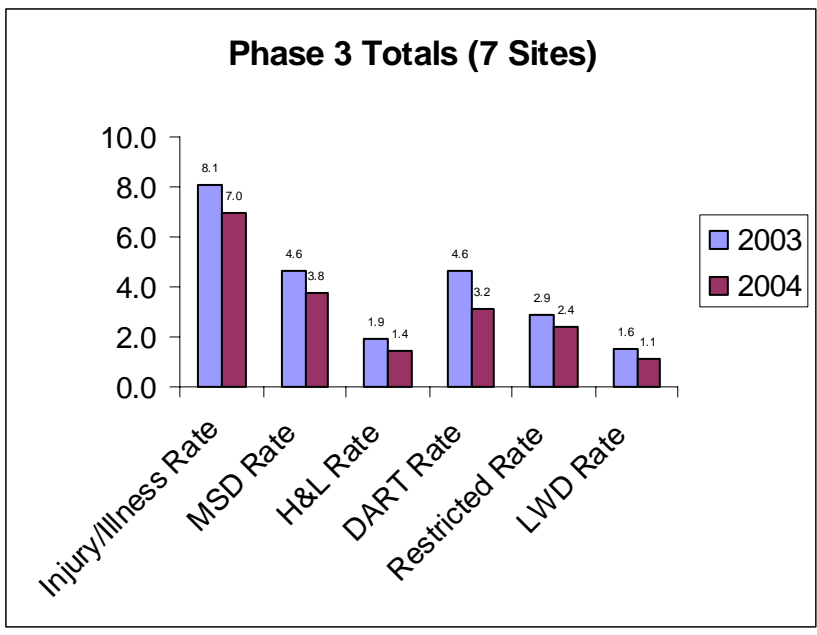
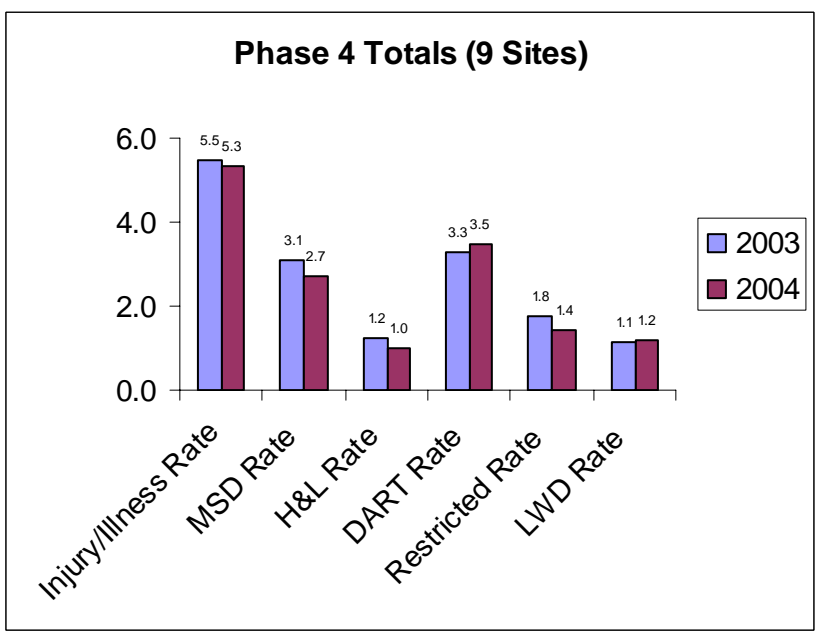


Chart Appendix D – 3



Conclusions:

An analysis of the injury and illness data from Phases 1 - 4 has yielded significant safety and health improvements. Overall, of the 6 different rates analyzed - in virtually every case for each phase - there was a marked decrease (exceeding 10%) in most cases among each of the phases. Phase 1 has perhaps the most interesting results, since there are two full years of data for comparison purposes, versus the single year of data available for Phases 2 - 4.

The Phase one results are indicative of the success of the program:

- In 2002 (the baseline year), the rates for total injuries and illnesses were 8.3
- In 2003, that rate dropped 13% to 7.2 and in 2004 dropped an additional 4%.
- Although not as dramatic, of the 6 rates measured, four of them exhibited trends that were similar to that for injuries and illnesses.
- Two were different: the DART rate, although it dropped from 2002 to 2003, increased in 2004 (though to a level still below the 2002 rate. On the whole, however, during the two- year term, the rates declined and show a downward trend.

For Phase 2 – 4, we would expect to see decreases but not as dramatic as those evidenced by Phase 1 and generally that is the case.

- Phase 2 saw a decrease of their Injury & Illness Rate of 10%
- Phase 3 a decrease 14%; and
- Phase 4 a decrease of 4%.

Of the 18 factors identified among the three phases, all but two had lower rates in 2004 than 2003, and those two rates were found in Phase 4 (which has been in the program the least amount of time) and are the two related rates of DART and LWD. Each of the other 16 factors for the three phases decreased from 2003 to 2004.

The numbers clearly indicate that the ERRP process has been an effective tool in reducing ergonomic related injuries and illnesses. On the whole, the rates indicate that each of the participants in all the Phases are utilizing the tools available to them, and are making their locations safer places to work.

Appendix E

Goal E: *Develop and evaluate best proven practices or “good ideas”*

Partnership Goal

Goal E: Develop and evaluate best proven practices to be implemented in other postal facilities with similar ergonomic issues. Share best proven practices with applicable USPS operations with similar ergonomic issues

Strategy for obtaining goal

The USPS, NPMHU (National USPS/NPMHU Joint Labor-Management Safety Committee), and APWU (National USPS/APWU Joint Labor-Management Ergonomic Committee) will identify and make available best proven practices to be shared with other Postal Service facilities with similar risk in a timely manner.

Measurement of the Goal

Measure 1 – Number of best practices shared; Measure 2 – Number of good ideas shared.

Actions and outcome

USPS, NPMHU and APWU have reviewed the good ideas that have been generated by the ERRP site core teams and determine the best practices. A best practice carries the connotation within the Postal Service of a practice that must be implemented. The best practices are shared with the appropriate group within the Postal Service (e.g., operations, engineering, and human resources) for inclusion into methods, facilities, equipment, tools, training, or procedures. The EWG has the responsibility to share best practices, but it does not have the authority implement best practices.

In FY 2004, good ideas were added to the measures of Goal E. A good idea is the culmination of the efforts of the site core team to identify the root cause, brainstorm alternatives, decide on a resolution and implement the control. A good idea may be engineering, administrative or work practice control. Most of the ideas that have been generated from the ERRP process are site specific, but a good idea from one site may spark a discussion that can be used by another ERRP core team.

Selected Good Ideas – Phases 1 - 4

Categories	Phase 1	Phase 2	Phase 3	Phase 4	Total
1. Reaching/bending	52	33	20	15	120
2. Back strain	6	5	1	3	15
3. Heavy lifting/forceful movements	21	13	7	2	43
4. Unprotected edges	3	3	0	3	9
5. Anti-Fatigue Mats	5	3	1	2	11
6. Repetitive Motion	32	20	13	13	78
7. Contact stress/lighting	15	12	8	6	41
8. Push/Pull forces	7	8	10	1	26
Total	141	97	60	45	343

Sharing good ideas

Good ideas are shared among the ERRP sites in several ways: (1) Through the field coordinators; (2) at the semi-annual workshops; and (3) through the ERRP website.

The field coordinators are the primary resource for sharing good ideas. The field coordinators use their knowledge and experience of both the good ideas and the process at the site to infuse ideas at the appropriate time. Good ideas that are interjected into the brainstorming sessions can enhance the process by stimulating or diverging the discussion. However, a core team in the early stages of the process should not use the good ideas in lieu of brainstorming; because that would stunt the growth of the team's brainstorming skills.

The quarterly workshops are a venue for both formal and informal sharing between the site coordinators. Workshops are provided at the quarterly meetings, where site coordinators can share technical skills to enhance the process. Two of the quarterly workshops in the first year of the partnership had presentations from the site coordinators on good ideas that reduced ergonomic risk factors.

In the first two years of the process nearly 300 good ideas have been placed on the ERRP website. The ERRP staff routinely updates the website with new ideas, and information including presentations from the quarterly workshops. The field coordinators are another source of good ideas for the site core teams. The field coordinator shares ideas from other sites and also evaluates the team's ability to solve problems using ERRP techniques. The field coordinators steer the teams toward simple projects at first and limit access to ideas developed by other sites so the teams can gain confidence in the process.

Appendix F

Goal F: *Train local employees*

Partnership Goal

Goal F of the Ergonomic Strategic Partnership is to Train local employees (those employees on the roll in the facility(s) that are participating in the ERRP process that has been implemented at that site) as appropriate to participate in the ergonomic risk reduction process.

Strategy for obtaining goal

The strategy for obtaining this goal is for participating sites through their respective Site Core Teams and local Joint Labor-Management Safety and Health Committees to identify and prioritize work activities for the development and implementation of ergonomic control processes to include training.

Measurement of the Goal

The Ergonomic Work Group measured the number of local employees trained in the ERRP process determine the effectiveness of this goal.

Actions and outcome

This goal has been captured and the measure is represented in the cumulative training statistics within Appendix C.

Appendix G

Evaluation Suggestions

Suggested areas of evaluation improvement for FY 2005

- Training - Create a chart illustrating a site by site training course breakdown for each craft.
- Training - Compare training numbers to percentage of “reduction or increase” in injury and illness rate.
- Training – Show number of trained employees by each class.
- Training - Follow-up with discrepancies in counting the number of employees attending class to the number of employees trained.
- Incorporate into agreement language: respective local Joint Labor-Management Safety and Health Committees in concert with the Site Core Team...
- Increase the level of participation from the local Joint Labor-Management Safety and Health Committees in the ERRP.
- Incorporate into agreement language the term “good idea” in comparison to best practice and the purpose of collection

Appendix H

On-site verification results

Background

The USPS, NPMHU, APWU, and OSHA agreed to evaluate the ESP on a yearly basis by performing non-enforcement on-site verifications at selected USPS facilities. The verifications are designed to evaluate the ESP at selected USPS facilities to determine if the facility is accomplishing the goals and objectives described within the partnership agreement.

As described in the Partnership agreement, OSHA conducted two on-site process evaluations:

1. The Mid-Island Processing and Distribution Center, was selected because it had one of the least favorable injury /illness rates.
2. The South Suburban, IL Processing and Distribution Center, was selected because it had one of the most favorable injury/illness rates.

S. Suburban P&DC, Bedford Park, IL Date of Onsite: March 9 – 10, 2005		Mid-Island P & DC Melville, NY Date of Onsite: March 1 – March 2, 2005	
2003 – 2004: MSD Rate Comparison	% Change	2003 – 2004: MSD Rate Comparison	% Change
TCIR	- 41%	TCIR	- .03%
DART	- 38%	DART	+ 1%
Recordable MSD Rate	- 62%	Recordable MSD Rate	+ 7%
Handling and Lifting Rate	- 21%	Handling and Lifting Rate	N/C
Lost Workday Rate	- 33%	Lost Workday Rate	+ 20%
Restricted Workday Rate	- 40%	Restricted Workday Rate	- 33%
Process Improvements – Recap		Process Improvements – Recap	
Categories	Frequency	Categories	Frequency
1. Reaching/bending	7	1. Reaching/bending	13
2. Back strain	2	2. Back strain	6
3. Heavy lifting	3	3. Heavy lifting	2
4. Unprotected edges	2	4. Unprotected edges	3
5. Anti-Fatigue Mats	2	5. Illumination	1
6. Repetitive Motion	3	6. Anti-Fatigue Mats	1
8. Repetitive motion	7	7. Push-pull forces	1
		8. Repetitive motion	2
MSD Compensation Costs		MSD Compensation Costs	
2001	\$ 883,569	2001	\$ 402,521
2002	\$ 372,504	2002	\$ 507,356
2003	\$ 117,595	2003	\$ 254,062
2004	\$ 44,794	2004	\$ 137,471

Report Recommendations	
South Suburban P&DC, Bedford Park, IL	Mid-Island P & DC Melville, NY
<p>Ensure the appropriate resources are available to the Site Coordinator.</p> <p>Establish a formal line of communication between the Site Core Team and the Joint Labor Safety and Health Committee.</p> <p>Increase visible top management and supervisor participation within the Partnership. (e.g., increased attendance at site core meetings and ergonomic training sessions, and increased interaction and visibility on the shop floor concerning the ERRP).</p> <p>Implement a schedule and strategy to complete all ERRP training for the managers, supervisors, and crafts participating in the ERRP process.</p> <p>Establish a chairperson or contact person on each Site Core Team to assist in the flow of information between the craft, Site Core Team, Site Coordinator, and management.</p> <p>Explore the feasibility of a formal “ergonomic observation” program through which front-line managers assure continuity in all departments and during all shifts.</p> <p>Follow-up by the USPS ERRP Headquarters team to contact the facility within three months to determine progress made within the partnership, and for OSHA to schedule and conduct a non-enforcement verification in 2006</p>	<p>Increase visible top management and supervisor participation within the Partnership. (e.g., increased attendance at site core meetings and ergonomic training sessions, and increased interaction and visibility on the shop floor concerning the ERRP).</p> <p>Implement a schedule and strategy to complete all ERRP training for the managers, supervisors, and crafts participating in the ERRP process.</p>

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