

3 - DEVELOP A SHARED VISION, MISSION, AND GOALS

When organizations or individuals decide to join forces and work as a partnership, they do so with a purpose in mind. While the individual partners may be motivated by different underlying reasons, to be successful they should all have a collective understanding of why the partnership is being formed and the scope of work that will be undertaken.

Determining a shared vision and mission statement can help your partnership reach this collective understanding and provide a foundation for establishing goals and objectives, strategies, and action plans. Your partnership's vision and mission statements also let other individuals and organizations understand what the partnership is about and what it wants to accomplish. Goals and objectives, partnership agreements, and other planning activities can also be used in evaluation efforts to capture progress and identify areas for improvement over time (see **Section 6: Evaluate Your Work Together**).

You've got to have a common vision. Each of the players ought to be able to see themselves in the common vision... If this common vision is worthy and everybody does have a piece in it, I think you stand the chance of success.... You need to be prepared to adapt where you need to, but you can't forget what the common vision is. – Asphalt Partner

This section focuses on examples of concepts and tools to help your partnership reach this collective understanding; starting with the big picture by developing vision and mission statements, then moving to more specific goals, objectives, and action plans:

- ❖ A **vision** is what your partnership hopes to see in the future or over the long-term.
- ❖ A **mission** is what your partnership plans on doing in the next one to five years as it moves toward its vision.
- ❖ **Goals** are the priorities your partnership will address and the broad outcomes it sets out to accomplish.
- ❖ **Objectives** are specific, measurable results that your partnership will set out to achieve to help meet its larger goals.
- ❖ An **action plan** lays out who will do what and when in carrying out your partnership's objectives.

While the information in this section is presented as a series of steps, it is not necessary to follow this order or use every tool. Every partnership is unique and only your partnership can decide which topics and tools are appropriate and helpful.

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3.1 DETERMINE THE PARTNERSHIP VISION

A partnership's vision is a description of the ideal future that it will work to achieve over time and provides both guidance and inspiration to the group. It encompasses how things would look if the issues or problems that brought the partners together were successfully addressed. Successful partnerships have a shared vision.

When developing your partnership's vision statement make sure it is:

- ✓ Understood and shared by all partners
- ✓ Broad enough to include a variety of perspectives
- ✓ Inspiring and uplifting to everyone involved
- ✓ Concise and easy to communicate; often just a few words or a short phrase

An example of a vision statement might be: *"No deaths or injuries due to falls on construction sites."* Another is the shorter and simpler one used by the SafeBuild Alliance in the Portland, OR area:

Zero incidents through collaboration.

It is also important to consider the landscape of your industry (e.g., size, economic health, structure, etc.) and the issue(s) that initially brought your partnership together when developing the vision statement.

The following tool is designed to help your partnership address these and other considerations as it develops a shared vision statement.

TOOL 3-A: DETERMINE A VISION STATEMENTInstructions:

1. The following are possible questions to guide your partnership's vision statement discussion. You can discuss the questions with the partnership as a whole or you may want to break out into small groups first and then report back. Use a flip chart or whiteboard to keep track of responses and questions that are raised.
2. Based on the group's responses, ask the partners to describe in one sentence what the partnership's vision should be. Keep track of the suggested statements on the flip chart or whiteboard.
3. As a group, revise the suggested vision statements until you have one statement that reflects the group's ideas. Check the statement against the criteria listed earlier – is it understood and shared by all partners? Sufficiently broad? Inspiring and uplifting? Concise and easy to communicate?

Tip: Consider setting aside time at two separate meetings in order for all of the partners to have an opportunity to reflect on and refine the vision.

Vision Statement Discussion Questions (note: you do not have to use all of the questions; use those that will help get the discussion started):

1. What do you think should be the main purpose of this partnership?
2. What is important to your stakeholders? (*Note: You may have enough stakeholder representation in your partnership to answer this, or you may want to reach out to the industry/community via interviews, focus groups, or formal or informal surveys and conversations to get a better picture.*)
3. What would you like to see change?
4. What kind of industry or environment do you want to create?
5. What do you see as the major issue(s) or problem(s) facing the industry?
6. What do you see as the industry's major strengths and assets?
7. How could the issue(s) or problem(s) be addressed? How could the industry's strengths and assets help?
8. What would success look like?

In a few words or a brief sentence, write a draft of the overall vision of your partnership below.

The Vision of the Partnership is

[Adapted from: The Community Tool Box. (2013). *Developing a Strategic Plan and Organizational Structure, Chapter 8, Section 2*, http://ctb.ku.edu/en/tablecontents/sub_section_main_1086.aspx.]



Did developing a vision statement make you think more about who is at the table on this issue? Before moving forward with the partnership's mission, goals, and objectives, it may be a good time to reflect as a group on whether there are any other stakeholders to invite to the partnership (see **Section 1: Identify and Involve Key r2p Partners**).

Would it be helpful to first gather information through surveys or focus groups with partner organizations, the target audiences, or other stakeholders not yet represented in the partnership before moving forward? Taking time to clearly articulate the vision statement and the stakeholder participation needed to achieve this vision at this early stage will lead to greater partnership success, better utilization of resources, and the greatest potential for industry impact.



In discussing the vision statement, how did your partnership's decision-making process work? If you feel like the partnership could benefit from modifying how it makes important decisions see **Section 4.3: Determine Decision-Making Approaches** for ideas.

3.2 DEVELOP A PARTNERSHIP MISSION

After coming up with a vision, the next step is to develop a mission statement. The mission should broadly and succinctly define the “who, what, how, and why” of your partnership.

Make sure your partnership’s mission statement is:

- ❖ Concise, generally getting the point across in three sentences or less
- ❖ Outcome-oriented, explaining the fundamental outcomes your partnership is working to achieve, but usually over a shorter time frame than the vision statement
- ❖ Inclusive, with broad statements about your partnership's key goals

An example of a mission statement might be: *“To decrease the number of injuries and fatalities related to falls in the construction industry by engaging employers and employees in identifying hazards and solutions, and providing employers and workers with access to current safety and health information and best practices.”*

Another is SafeBuild Alliance’s shorter and simpler mission statement:

Provide support for and encourage highly collaborative and innovative cultures to achieve incident-free workplaces.

Tool 3-B is designed to help your partnership collectively develop its mission statement.

TOOL 3-B: DEVELOP A MISSION STATEMENTInstructions:

1. Discuss the following questions as a group or break out into small groups first and then report back. Use a flip chart or whiteboard to keep track of responses and questions that are raised.
2. Based on your partnership's vision statement and responses to the discussion questions, ask the partners to suggest in three sentences or less what its mission should be. Keep track of the partner's suggestions on a flip chart or whiteboard.
3. As a group, edit the suggested mission statements until you have one that reflects all of the partners' input. Check the statement against the criteria listed earlier – is it concise, outcome-oriented, and inclusive?

Tip: Consider setting aside time at two separate meetings in order for partners to have an opportunity to reflect on and refine the mission and ensure that all have input.

Mission Statement Discussion Questions:

1. What can our partnership do – what do we want to achieve?
2. How can we do it?
3. Whom do we do it for?
4. What value are we bringing?

In three sentences or less, write a draft of the overall mission of your partnership below.

The Mission of the Partnership is to

[Adapted from: Forbes. (2013). *Answer 4 Questions to Get a Great Mission Statement*, <http://www.forbes.com/sites/patrickhull/2013/01/10/answer-4-questions-to-get-a-great-mission-statement/>.]

3.3 DEVELOP PARTNERSHIP GOALS AND OBJECTIVES

Reaching consensus on the vision and mission helps a partnership further define its common concerns, goals, and objectives. Although the words “goal” and “objective” are sometimes used interchangeably, there are important distinctions.

Goals are your partnership’s purpose or intentions. They tend to be overarching, generic actions or outcomes that your partnership will strive to achieve.

Objectives are specific milestones or steps that your partnership will take to achieve each goal. They are concrete actions, tend to be shorter-term, and should be measurable and tangible.

For example:

Goal: Prevent hand injuries among workers.

Objectives:

- *Provide training materials on the need for and use of gloves to all the partnership’s training centers by March 2015.*
- *Use the training materials with all apprentices by December 2016.*
- *Require the use of task-material appropriate gloves in all hands-on training (ongoing).*
- *Increase the number of workers reporting that they use gloves by 5% by March 2017.*

Goal: Reduce nail gun injuries by increasing the use of nail guns with sequential triggers.

Objectives:

- *In March 2015, contact CPWR-The Center for Construction Research and Training to identify and obtain educational materials and research on nail guns.*
- *Between March and December, 2015, conduct 5 presentations at regional contractor meetings and 5 workshops at regional training facilities to raise awareness of the hazard and prevalence of nail gun injuries, and the availability of nail guns with sequential triggers.*

Goals and objectives allow your partnership to get more specific about how it will carry out its mission and achieve its vision. As part of this process your partnership should think about how it will gauge its progress, including what questions should be asked to adequately capture accomplishments, provide useful feedback on what did or did not work as well as the partners had hoped, or identify what could be changed or improved (see **Section 6: Evaluate Your Work Together**).

Tools 3-C and **3-D** are two approaches to help your partnership further define the issue(s) that brought it together, and help you establish goals for each issue. If your partnership plans to address more than one issue, you may want to complete a separate checklist or map for each.

TOOL 3-C: DEFINE THE ISSUE CHECKLIST**Instructions:**

1. As a group, broadly identify the issue to discuss.
2. Give partners copies of the questions below. As a group, select which questions are most appropriate for the issue under consideration.
3. Give partners 5-10 minutes to individually write down responses to the selected questions. Then have partners report back and discuss each of the dimensions: scope, interest, and feasibility.
4. Use this information to define or refine the issue(s) your partnership will address and develop your goal(s). Write each issue that your partnership decides to address across the top of a flip chart or whiteboard. Ask the partners what outcome – the goal – they hope to achieve by addressing the issue.
5. Record all of the goals identified by the partners on the flip chart or white board. Discuss and refine those listed until you have one (or more if needed) that all the partners agree on.
6. If there are multiple issues to discuss, repeat this process.

Issue: _____

What is the scope?

- ❖ How many workers are potentially affected by the issue?
- ❖ How many workers have been injured or made ill, or are at risk?
- ❖ Are there data on the issue (e.g., test results; government tracking)?
- ❖ Are there any regulations, laws, or industry standards that are currently addressing the issue?

Is there interest?

- ❖ Why are the partner organizations concerned about the issue?
- ❖ How strongly do the partner organizations feel about the issue?
- ❖ What do the respective organizational leaders and constituents think?

What is the feasibility of addressing this problem or issue now?

- ❖ How can the issue be solved or addressed? Are there research-based solutions readily available? (e.g., engineering controls, alternative work practices, etc.)
- ❖ What improvements will result from addressing the issue?
- ❖ How will success be defined? How will it be measured?
- ❖ Is there a downside to working on this issue now? Is there a reason to wait?
- ❖ Can it be resolved in the short term? If not, are there clear mechanisms to have short-term gains on the way to long-term change?
- ❖ Does your partnership have the resources needed to move the necessary research and solutions forward?

What is the outcome we hope to achieve by addressing this issue? What is our goal?

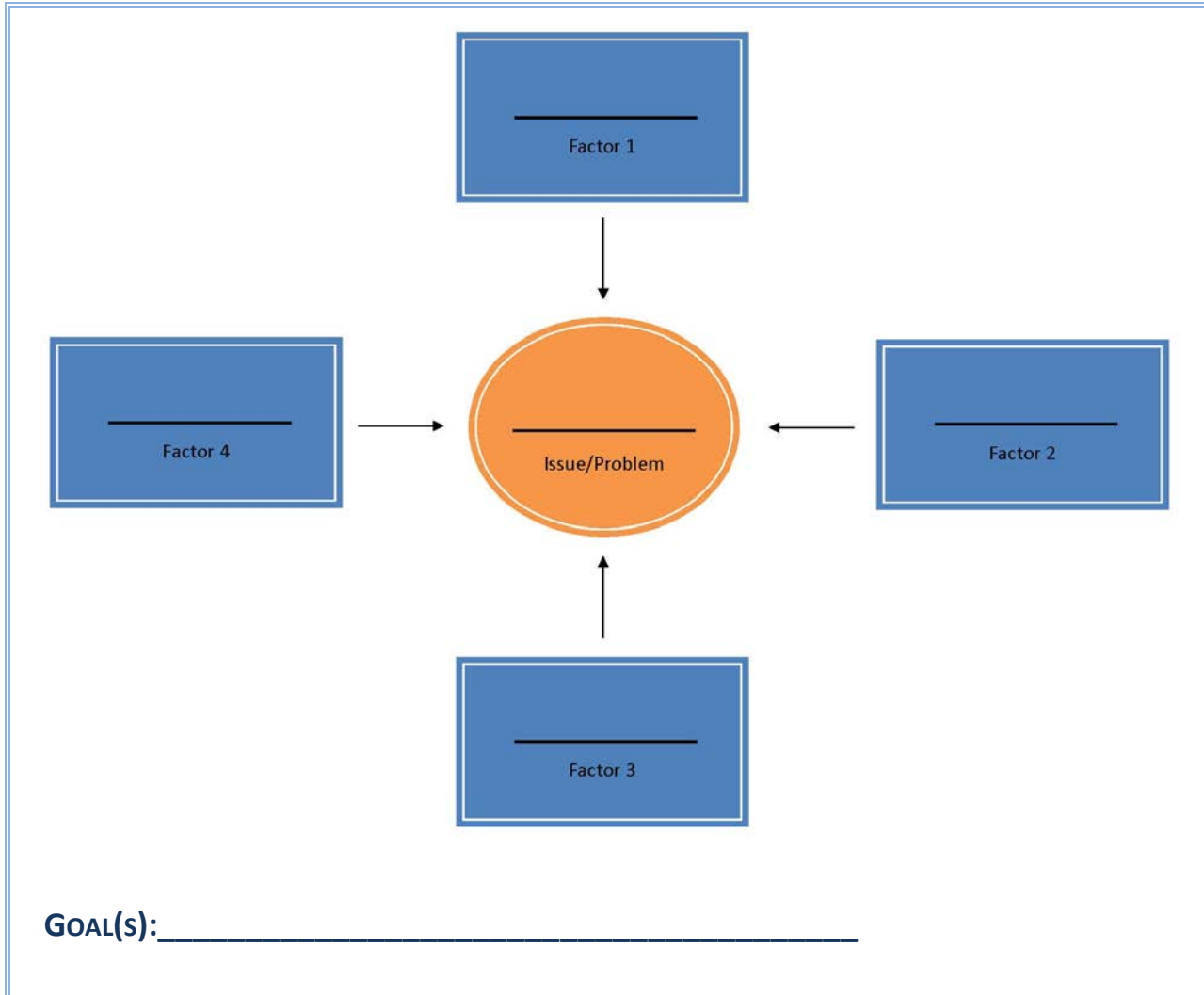
- ❖ Is it consistent with the partnership's mission?

Mapping the issue is a helpful way to think through your issue(s) and start setting goals. Use this tool to help the partners understand the factors, processes, and pathways that influence the issue(s). It may be that the key to addressing an issue is to tackle the underlying factors. Use the expert knowledge in the room as well as available research to identify these factors.

TOOL 3-D: MAP THE ISSUE TO SET GOALS

Instructions:

1. You may either do this as a group activity or divide partners into small groups.
 - a. If you do it as a group activity, draw the diagram below on a flip chart or white board that all participants can see.
 - b. If dividing up into groups, provide a copy of the diagram below to each group.
2. Write one issue identified by your partnership in the center circle of the diagram. *Note: each group would write the issue on their copy.*
3. Either as a group or within the small groups, identify the factors that influence the issue (e.g., policies, resources, values, etc.), and write one factor in each box. Add as many boxes as necessary and include any influential factors raised by the partners without a judgment on whether they are having a positive or negative impact on the issue. Create the most complete picture of the issue possible.
4. Discuss which factors are most important for the partnership to address and when to address them.
Note: If this is done within small groups, ask them to report back to the full group and share the factors and goals they considered most important.
5. Ask the partners what outcome – the goal – they hope to achieve by addressing the issue identified. You may want to use the discussion questions in **Tool 3-C** to help you set your goal(s) based on these factors.
6. Record the goal(s) identified by the partners on the flip chart or whiteboard. Discuss and refine those listed until you have one (or more if needed) that all the partners agree on.
7. If your partnership plans to address more than one issue, create a new map for each.



Once your partnership has established its goals, **Tool 3-E** can help the partners set “SMART” objectives. SMART objectives are:

Specific – concrete, identifies what will change for whom

Measurable – able to count or otherwise measure activity or results; or conceptualize if using qualitative methods

Attainable/Achievable – reasonable and feasible with given resources

Relevant – relates to the overall goals of the program.

Timely – can be achieved within a specified period of time

The following is an example of a SMART objective:

By September 29, 2015 (Timely), increase the number of train-the-trainer sessions provided to residential construction workers (Specific & Relevant) from 5 to 10 (Measurable & Attainable).

TOOL 3-E: SMART OBJECTIVE TEMPLATE

The following is a template that your partnership can use to think through its SMART objectives for its goals.

Goal: _____

Objective(s): _____

Who _____

Will do What _____

By When _____

[Adapted from: CDC Division for Heart Disease and Stroke Prevention. *Evaluation Guide: Writing SMART Objectives*, http://www.cdc.gov/dhdsp/programs/nhdsp_program/evaluation_guides/smart_objectives.htm.]

Additional Resources

For more information on SMART objectives, visit the following resource:

➔ **Writing Smart Objectives** - <http://www.cdc.gov/healthyouth/evaluation/pdf/brief3b.pdf>

Once your partnership has developed a list of goals and objectives for each issue that it plans to address, it is helpful to step back and consider how feasible and attainable the goals and objectives are and make any necessary adjustments. **Tool 3-F**, a SWOT (Strengths, Weaknesses, Opportunities, & Threats) Analysis, is one tool used to make this assessment and help partnerships further refine and set achievable goals and objectives.

TOOL 3-F: SWOT ANALYSIS TO REFINE GOALS AND OBJECTIVES**Instructions:**

1. Draw the diagram below on a flip chart or whiteboard. The questions included in the boxes are examples, but you may want to come up with your own depending on the issue.
2. For each goal and related objective(s), raise the question(s) in each category with the partners and keep track of their comments. Allow the discussion to continue until the partners feel they have a complete picture of the category.
 - ❖ **Strengths** are the characteristics of the partnership that give it an advantage in meeting the goal or objective.
 - ❖ **Weaknesses** are characteristics that place the partnership or project at a disadvantage – barriers or roadblocks that will have to be addressed to meet the goal or objective.
 - ❖ **Opportunities** are elements that the partnership could use to its advantage.
 - ❖ **Threats** are factors that could jeopardize the partnership’s efforts.

Goal: _____

Objective: _____

	Helpful to Achieving Goal & Objective	Harmful to Achieving Goal & Objective
Internal Origin (organizational)	<p style="text-align: center;">Strengths</p> <p>What is each individual organization <i>already</i> doing to meet this goal/objective? What assets do we bring to the table?</p>	<p style="text-align: center;">Weaknesses</p> <p>What are our biggest roadblocks to meeting this goal and implementing this objective?</p>
External Origin (environmental)	<p style="text-align: center;">Opportunities</p> <p>Are there other campaigns or efforts that we can “piggy-back” on? Are there regulatory actions or economic drivers to support efforts in a particular direction?</p>	<p style="text-align: center;">Threats</p> <p>How much resistance is there to the adoption of or meeting our goal and implementing our objective on the part of the employers or workers? Are there economic or political threats?</p>

[The Work Group for Community Health and Development at the University of Kansas. *SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats*. Community Toolbox, Chapter 3, Section 14, <http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main.>]

The results of this SWOT Analysis can have different outcomes for specific goals and objectives. First, your helpful categories (Strength/Opportunities) could significantly outweigh the harmful categories (Weaknesses/Threats). This is the best case scenario and indicates that you should plan on moving forward with this goal and objective. Discuss as a group what you can do to take advantage of your strengths and opportunities and how you can address any weaknesses and threats that came up.

Alternatively, you may find that the weaknesses and threats to a goal and objective greatly outweigh the strengths and opportunities. In the event that this occurs, your partnership may choose to focus on a different goal and/or objective or redefine one or both. It may be that adjusting the goal and/or objective slightly makes it more achievable. For example, if your partnership's goal was to reach both residential and commercial workers on a safety issue, but the partnership decides, based on this analysis, that it cannot support that level of effort with available resources, you may want to start with only commercial workers rather than give up on the goal/objective altogether.

If the helpful and harmful categories are essentially even, your partnership will have to decide whether to move forward with this overall goal or specific objective. Consider questions such as:

- ❖ Is this a high-priority goal/objective that should be moved forward regardless of challenges?
- ❖ Is there any opportunity to partner with additional stakeholders to improve strengths and opportunities?
- ❖ Is there an approach we have not considered that would put our partnership in a better position to carry out the goal or specific objective?
- ❖ Is there one weakness or threat in particular that cannot be overcome? If yes, how much impact could it have on the partnership's success in implementing the objective and/or reaching its goal?

When the partnership reaches agreement on a list of goals and objectives, you may want to list them in a Partnership Agreement (see **Section 3.5: Create a Partnership Agreement**).

The following case study describes a partnership that used its shared vision and mission to create a foundation for establishing goals and objectives, strategies, and action plans.

Case Study: Roofing r2p Partnership – Using a Shared Vision and Mission to Establish Goals and Objectives

The roofing industry is highly decentralized and dominated by small, privately held companies. In the fall of 2014, the two primary industry organizations, the United Union of Roofers, Waterproofers and Allied Workers (UURWAW) and the National Roofing Contractors Association (NRCA), which represents union and non-union contractors, established a research to practice partnership to advance their shared vision of a safer roofing industry and their mission to reduce injuries and illnesses.

From the start, the partners shared their organizations' safety and health priorities and agreed to identify ones of mutual concern to address through the partnership. In an article to its members announcing the partnership, "Roofing Industry Joins Forces to Advance Safety" (December 2014 Newsletter), the UURWAW laid out the goals and objectives agreed to:

- "Identifying and addressing the most pressing safety and health issues facing our industry;
- Translating safety and health research findings into practical solutions that can be readily implemented on job sites;
- Establishing stakeholder driven safety and health research priorities for our industry; and
- Creating a sustainable partnership with a shared goal of ensuring that every roofer "returns home safe and healthy at the end of their workday."

As a first step, the partnership decided to focus on radio frequency (RF) radiation, an emerging hazard of concern to both organizations, and simultaneously conducted surveys to learn about their members' safety and health concerns. The survey results identified areas of mutual concern, including exposure to rf radiation, falls, and strain and sprain injuries, which informed future partnership projects and outreach efforts.

For their first initiative, the partners issued a joint press release stating: "The National Roofing Contractors Association (NRCA) and United Union of Roofers, Waterproofers and Allied Workers (UURWAW) are issuing this Safety Alert to increase awareness among roofing workers of possible radiofrequency (RF) hazards." Under the partnership's leadership, representatives from other segments of the construction industry at risk of exposure were brought together as a labor-management, multi-trade RF Radiation Work Group. With assistance from CPWR, this Work Group produced the [RF Radiation Awareness Program for the Construction Industry](#). This free program is widely used in the construction industry and has been promoted through OSHA outreach articles, trade associations and unions, webinars, presentations, and training programs. Other examples of issues of mutual concern that the partnership focused on were [ladder safety](#), improving the [safety climate of small employers](#), and [suicide prevention](#). On this latter topic, at the request of the partnership CPWR created a series of materials for use with workers to raise awareness of the risks and how to start a conversation and get help to prevent suicides in construction, and co-branded them with the Construction Industry Alliance for Suicide Prevention. The outputs from their work benefited their members as well as others in the construction industry. To aid in the dissemination of safety and health information, the partners initiated a social media campaign - #roofersafety365.

3.4 CREATE ACTION PLAN TO MEET GOALS & OBJECTIVES

Once your partnership has established achievable goals and objectives, it is time to create a plan to meet them. An action plan details the actual steps your partnership will take toward meeting its goals and objectives. When developing this plan it is important to consider the resources available, the actions that will be undertaken, and the timetable. It is also a good time to start thinking about how your partnership will measure and evaluate its efforts (see **Section 6: Evaluate Your Work Together**).

The following tools are designed to help partnerships in this planning process. Defining the four “R”s (**Tool 3-G**) for each partner organization: resources, relationships, roles, and responsibilities in relation to an identified goal and objective is a good place to start. This exercise can help your partnership further flesh out and visualize how each partner organization and individual partner will help you carry out more specific efforts.

Tool 3-H: Creating an Action Plan will help your partnership summarize the steps and discussions undertaken in establishing its goals and objectives. If **Tool 3-E** was used to establish SMART Objectives or **Tool 3-F** was used to conduct a SWOT Analysis, your partnership may have some of this information readily available.

Tool 3-I is an Action Plan Worksheet to help your partnership set a realistic timeline for each goal and objective and track its work as a whole, including: What needs to be done? When does it need to be done? By whom?

TOOL 3-G: THE FOUR “R”s – RESOURCES, RELATIONSHIPS, ROLES, AND RESPONSIBILITIESInstructions:

1. Write “Resources,” “Relationships,” “Roles,” and “Responsibilities” at the top of four separate pieces of flip chart paper, or as column headings on a whiteboard.
2. Ask the partners to think about each of the Four “R”s in terms of the human, financial, technical, or other dimensions their organization could contribute to the effort (e.g., industry or local knowledge, staffing, stakeholder time, physical property, or access to people, and money, etc.).
3. Have partners write their ideas on sticky notes and place them on the appropriate flip chart or column on the whiteboard.
4. Allow partners time to look at all the sticky notes posted and discuss:
 - ❖ What roles and responsibilities have partners already taken on with regard to this issue?
 - ❖ What resources and relationships does each partner bring to the table to help with this issue?
 - ❖ Are there any other resources or contributions that have not yet been noted?
5. Next, assess the partnership’s resource needs:
 - ❖ Will additional staff support be needed to help with this goal or objective?
 - ❖ Will outside help be needed (e.g., technical resources, safety and health research or dissemination expertise, etc.)?
 - ❖ What financial resources are required? If external funds are needed, where will they come from and what steps are involved in obtaining the funds?
 - ❖ What other resources are necessary to effectively reach the partnership’s goals and objectives?

[Adapted from: CDC Comprehensive Cancer Control. *Partnership Tool Kit: Program Version*, <http://cancercontrolplanet.cancer.gov/CDCPartnershipToolkit.pdf>.]

TOOL 3-H: CREATING AN ACTION PLANInstructions:

1. Ask the partnership to discuss the following questions (or other questions appropriate to the partnership's goals and objectives). Choose one goal and related objective(s) and fill out the action plan form below.
2. Repeat this process with each of your partnerships goals and objectives. You may find that it is more efficient to have individual partners or a subcommittee develop a draft action plan for one or more goals and objectives, and present their ideas back to the group at a later time for discussion, refinement, and approval.

Our Goal

The goal our partnership plans to work on is: _____

We chose this goal because: _____

Our Objective(s): _____

What will help us?

We have the following things working in our favor that will help us reach our goal:

We plan to build on this support by: _____

Obstacles We May Face

The obstacles or challenges we may face as we try to accomplish our goal are:

We plan to do the following to overcome these obstacles: _____

Information We Need

We need the following information in order to begin: _____

We plan to get this information from: _____

[Adapted from: Labor Occupational Health Program (under contract to the Commission on Health and Safety and Workers Compensation). (2009). *Worker Occupational Safety and Health Specialist Training Course Manual*.]

TOOL 3-I: ACTION PLAN WORKSHEETInstructions:

1. In the appropriate columns, list each goal and related objectives. The facilitator, another partner, or a subcommittee can fill in the tasks, responsible parties, and timeline for each objective
2. Once the partners have agreed on the plan, provide copies to all partners or make it readily accessible in an online format (e.g., Dropbox (www.dropbox.com) or Google Drive (<https://drive.google.com/>)). For multiple goals and objectives and larger more complex efforts, you may even want to invest in a project management system such as Base Camp (<https://basecamp.com/>) or Gantter (<http://www.gantter.com/>).
3. Set aside time at each meeting periodically to revisit and, if needed, revise your action plan to help the group stay focused and organized, and assess progress.

R2p Partnership Action Plan Worksheet

Goal	Objective	Action/Task	Partner(s) Responsible	Start	Due	Status	Further Action (if needed)
<i>Enter goal</i>	<i>Enter each objective for the goal on a separate line</i>	<i>Enter actions/tasks needed to achieve objective on separate lines</i>	<i>Identify who will be responsible for each action/task</i>	<i>Enter the date the action/task will be undertaken</i>	<i>Enter the date the action/task should be completed</i>	<i>Enter completion date or other information if the deadline is not yet met</i>	<i>Describe any further action on the specific objective</i>

3.5 CREATE A PARTNERSHIP AGREEMENT

Working in a partnership is rewarding, but ensuring that all of the partners have the same expectations and understanding about the partnership's work can be challenging. Regardless of whether your partnership is made up of individuals or groups with long-standing relationships, or if it is just coming together for the first time, there is potential for misunderstandings and conflicts.

One way to avoid unnecessary conflicts and misunderstandings and help the partnership run smoothly is to agree on and document the partnership's purpose, how it will function, the division of responsibilities, and rules for making decisions. (See **Section 4.3: Determine Decision-Making Approaches.**)

For some partnerships, documenting and sharing this information through meeting minutes may be sufficient. For others, a more formal approach such as developing a partnership agreement may be more appropriate. A more formal partnership agreement can be developed gradually as your partnership decides on its purpose and how it will work (e.g., developing its vision, mission, and decision-making strategies), or at the start of its work in order to anticipate and avoid potential tensions that may arise.

The following case study describes a partnership that opted to take this more formal approach and how it has benefited them.

Case Study: The Electrical Transmission & Distribution Industry Formalizes a Safety & Health Partnership

The Electrical Transmission and Distribution Partnership is a formal collaboration of industry stakeholders, working together to improve safety for power and distribution line workers. It is one of only a few national partnerships between employers and the Occupational Safety and Health Administration (OSHA). The partnership began in August 2004 with six members and grew to 12 members by 2011, representing nearly 80% of the workers in this segment of the construction industry. The existence of a formal partnership agreement brokered by OSHA encouraged the transparency and cooperation that have been key to the partnership's work together. The Partnership between labor, industry, and OSHA makes explicit the partners' agreed upon operating guidelines, and sharing it online demonstrates their commitment to an open and collaborative relationship. Partnering with OSHA also helped the partnership increase its visibility in the industry.

The original partnership agreement, as well as subsequent agreements renewing the partnership can be viewed in full at <https://www.osha.gov/dcsp/partnerships/national/power/power.html>. Among other provisions, their agreement identifies all partners involved, lays out the commitment they are all making, highlights goals, objectives, roles and responsibilities, and describes the way in which partners will cooperate with each other. This last point is of particular importance given the fact that the group includes 10 different contractors, both union and non-union employers, as well as organized labor and government partners who have multiple, and at times competing, interests related to the work. It

states that,

The specific impetus behind this Partnership is to provide a safer and more healthful work environment for union and non-union contractor workers in the Industry. To that end, the Industry Partners undertake this Partnership pursuant to a non-competition, non-admission and non-aggression agreement by which all Industry Partners agree to mutual cooperation and to put aside differences in whatever form they may take (union vs. management; company vs. company; non-union vs. union), in order to focus on the reduction of injuries and fatalities in the Industry as a whole.

Based on the mutual commitment to health and safety, the partners are able to put aside areas of potential conflict or resistance to share information in order to address a common challenge. As one member reflected, “there were challenges, but I think all of that was kind of put to rest when we said we’re not here to decide collective bargaining agreements, we’re not here to decide on business practices, we’re here to decide how we’re going to protect our work force and continue to advance our industry to the next century.” The formal partnership agreement reinforces this mutual understanding and serves as a concrete reminder to each member of their commitment to improving safety and health in the industry with the understanding that “whatever we agree we’re going to do, everybody has to do it.”

Tool 3-J: Partnership Agreement Outline and Steps lists the key items that partnerships typically need to reach agreement on to function successfully, and the steps that a partnership could follow to develop a formal written agreement.

TOOL 3-J: PARTNERSHIP AGREEMENT OUTLINE AND STEPS

Instructions:

A partnership agreement can be developed at one meeting or over the course of several meetings. If you are using meeting minutes to document and reach agreement on how your partnership will function, you may find it useful to reference the “Key Elements” in the table below as prompts for the partners’ discussion. If your partnership wants to develop a more formal agreement, use the “Key Elements” and the following “Steps in Developing a Partnership Agreement” to guide the process.

Key Elements	Section Description and Key Questions
Name of Partnership	It may seem obvious, but naming your partnership is necessary in order to promote its work. <i>What is your partnership's name?</i>
Name of Partnership Partners/Organizations	List the names of the organizations and their representative(s) in your partnership. <i>Who is in the partnership?</i>
Background, Purpose, & Introduction	Know and own your partnership's history and purpose. <i>How did the partnership get started? What is its purpose?</i>
Partner Roles	List the roles each partner organization will take on. For example: <i>Will a representative from each partnership be required to serve on every subcommittee? Will one organization be responsible for acting as liaison to a specific stakeholder group or the population you are trying to reach? Who will do what? (See Tool 3-F: The Four "R"s – Resources, Relationships, Roles, & Responsibilities.)</i>
Vision and Mission	For the partners as well as the broader community, it is important to have a clear vision and mission. <i>Why was your partnership formed? What will your partnership work to achieve over time? What is the purpose of your partnership now? (See Tools 3-A: Determine a Vision Statement and 3-B: Determine a Partnership Mission.)</i>
Goals and Objectives	Detail the goals and objectives that the partnership has identified. (See Section 3.3: Develop Partnership Goals and Objectives.)
Decision-Making Processes	As a partnership it is important to establish norms and expectations in working together, particularly in making decisions that reflect the group's consensus. <i>How will decisions be made? How will disagreements be handled? (See Section 4.2: Determine Decision-Making Processes.)</i>
Organizational Structure	Describe how the partnership will be organized. <i>Will there be a Steering Committee or Board? Who will facilitate and/or chair meetings? What are the expectations for membership in these groups?</i>
Oversight/Accountability	Oversight can mean many things to different people. <i>How will members within your partnership hold each other accountable to partnership goals and tasks?</i>
Resources & Financial Administration	Your partnership should think about the resources needed to meet its goals and objectives. Some partners may have resources (funds or staff) that they can contribute to the partnership's work, while others may not. Describe how the partnership will handle applying for, administering, and using funds and resources.
Use of Research & Data	Partnerships often conduct research and therefore collectively "own" the data or findings. The use of data can be sensitive and you will want to set parameters. <i>How will data be used? If there are outside requests for data, who must be involved in approving its use? What concerns or priorities do partners have about how research is disseminated and to whom? What concerns do partners have about the timing of when research is released?</i>

[Adapted from: Labor Occupational Health Program. (2008). *Strategic Partnerships: Checklist*; and the Collaboration Roundtable, 2001, *The Partnership Toolkit: Tools for Building and Sustaining Partnerships.*]

Steps in Developing a Partnership Agreement

1. Ask the partners to select which elements in the table “Key Elements of a Partnership Agreement” to discuss or include in the partnership agreement. Your partnership may not want to include all of the elements listed, or it may want to add new elements. For the agreement elements selected:
 - ❖ Identify which, if any, the partners have already reached consensus on (e.g., partnership name, vision, mission, etc.) and list what was agreed to on flip chart paper or a whiteboard.
 - ❖ For those elements that have not yet been discussed, list them on individual flip charts and ask every partner to go to each sheet and add their thoughts on what should be covered or agreed to by the partnership as a whole.
2. Depending on how many elements need to be covered, either discuss as a large group or break into small groups of two or more partners and assign each group one or more element. Each group should come up with suggestions on what should be included in the partnership agreement.
 - ❖ If descriptions are drafted by small groups, time will need to be spent reviewing and editing each description until all partners are satisfied. If time is limited during an in-person meeting, you may suggest conducting the rest of the activity via email.
 - ❖ If an element is particularly contentious or you are having a difficult time reaching consensus, you may need to stop and plan a follow-up meeting, or add the discussion to the next regularly scheduled meeting to allow partners time to consider all sides.
3. After agreement is reached on the elements to include and the description for each element, compile and distribute the completed agreement to all partners for review.
4. At the next partnership meeting, ask the partners to approve the content. Include both the final agreement and partnership’s approval in the meeting minutes and make the document available to all partners. Consider also making the agreement publicly available if your partnership has its own website.