

NORTH
CAROLINA

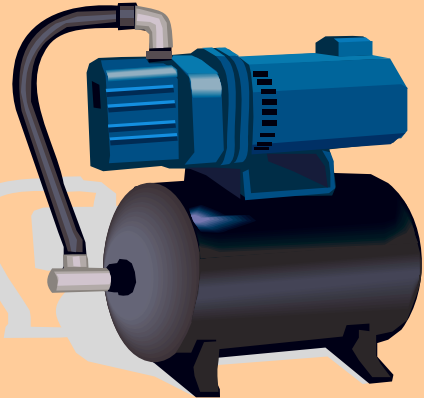
DEPARTMENT OF LABOR

MISSION

To safeguard employees and the public from serious and preventable injury due to exposure to unsafe conditions on or around elevators, escalators, dumbwaiters, aerial passenger tramways, workmen hoists, handicapped lifts, amusement rides and go-karts.

VISION

Our vision is to remain the benchmark of excellence by which all other elevator and amusement device inspection agencies measure themselves.



A STRATEGIC PLAN FOR THE
Elevator & Amusement Device Bureau

2009-2012

INTRODUCTION

The Elevator and Amusement Device Bureau checks for the proper installation and safe operation of elevators, escalators, workman's hoists, dumbwaiters, moving walks, aerial passenger tramways, amusement rides and incline railways. The bureau also inspects lifting devices for people with disabilities that operate in public establishments (except federal buildings) and private places of employment.

Companies or individuals installing equipment, other than amusement rides, under NCDOL jurisdiction must submit prints and applications for approval before installation begins. Companies or individuals planning to operate amusement devices are required to submit a location notice in writing to the bureau's Raleigh office at least 10 days before the intended date of operation. The bureau will issue an installation permit, which must be posted on the job site. New installations, as well as alterations to existing equipment, are inspected.

The bureau also conducts regular, periodic inspections of this equipment in the state and inspects amusement rides before they operate at each location. Employers, institutions such as churches and individuals who desire technical assistance in selecting and installing safe lifting devices for people with disabilities can get help from the bureau. The bureau also offers architects and builders the service of reviewing plans for code compliance on proposed installations of elevators and related equipment.

The five primary goals shown in this plan are:

- GOAL 1: Improve our annual inspections of all elevators, escalators, moving walks, handicapped lifts, amusement rides and tramways**
- GOAL 2: Better manage a growing workload to increase productivity.**
- GOAL 3: Promote voluntary compliance of regulations to elevator companies and amusement owners and operators.**
- GOAL 4: Provide professional development opportunities to employees to improve the quality of inspections.**
- GOAL 5: Conduct business in a safe and healthy environment.**

GOALS, OBJECTIVES AND STRATEGIES

SUCCESS MEASURES

- Reportable occurrences on elevators and related equipment and amusement devices. Breakdown of reportables: 1. Patron 2. Mechanical
- Elevator and related equipment roll-overs 30 days or more.
- Percentage of uncollected invoices more than 120 days old.

GOALS

GOAL 1: Improve our annual inspections of all elevators, escalators, moving walks, handicapped lifts, amusement rides and tramways.

Objectives:

1. At least 28 inspectors will complete all routine inspections within 120 days of the date of the annual inspection in 2009-2010; at least 28 inspectors will be complete all routine inspections within 90 days of the date of the annual inspection in 2010-2011; and at least 28 inspectors will complete all routine inspections within 60 days of the date of the annual inspection in 2011-2012.
2. Conduct at least one safety meeting for each amusement company annually that operates 15 rides in the state, both portable and permanent.
3. On an annual basis conduct operational inspections on amusement companies that operate 15 or more rides at the agricultural fairs.
4. Annually partner with at least 18 agricultural fairs to perform operational checks and to collect non-reportable accident information.

Action Plan – Goal 1

Objective 1. At least 28 inspectors will complete all routine inspections within 120 days of the date of the annual inspection in 2009-2010; at least 28 inspectors will be complete all routine inspections within 90 days of the date of the annual inspection in 2010-2011; and at least 28 inspectors will complete all routine inspections within 60 days of the date of the annual inspection in 2011-2012.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Completion of elevator client system and billing process with Budget and IT Departments.	Chief Assistant Chief Office Manager NCDOL IT Staff NCDOL Budget Staff	2006	December 31,2010	This program will better enhance the efficiencies of the bureau and also give more up to date data for the field inspectors.
2. Pre-inspection form for scheduling consultative and new inspections; Supervisor conducts majority of the consultative visits.	Processing Assistant Field Supervisors	Ongoing		The assignment of this responsibility to Field Supervisors will free up time for inspectors to increase their productivity on routine inspections.
3. Pay overtime to inspectors during fair season between August and November.	Field Supervisors NCDOL Budget Staff	August 1	October 31	Inspectors work overtime during fair season to complete amusement ride inspections. Paying overtime rather than providing time-and-a-half comp time decreases the time taken for personal leave and increases productivity on routine inspections.
4. Better control of leave time.	Field Supervisors	Ongoing		Approval of leave time is predicated upon such factors as the percentage of routine inspections 120 days or older and/or current inspections schedule.

5.	Produce and review a monthly bottom-line report to track productivity and revenue generated.	Chief Assistant Chief Field Supervisors Office Manager		Monthly	The office manager produces a spreadsheet from the information received from budget office thus producing the bottom line report.
6.	Monitor each inspector's workload at least bi-weekly.	Field Supervisors		Bi-Weekly	The source for the bi-weekly review is the elevator client computer system, inspector's bottom line report and the monthly reports that the office manager produces.
7.	Produce monthly productivity reports for review.	Office Manager		Monthly	The source is the elevator web client system. The system gives us the total number of inspection that each inspector completes weekly.
8.	Review monthly productivity reports	Chief Assistant Chief		Monthly	
9.	Report year-to-date status of objective at the Quarterly Performance Review.	Chief Assistant Chief Office Manager	Quarterly	Quarterly	Quarterly reviews are scheduled for July, November, January, April.
10.	At least 28 Inspectors will have completed all routine inspections within 120 days of the date of the annual inspection.	Inspectors	July 1	June 30	

Objective 2. Conduct at least one safety meeting for each amusement company annually that operates 15 rides in the state, both portable and permanent.

	Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1.	Monitor inspection requests for all companies operating 15 or more devices. Notify supervisory staff to schedule safety meeting prior to the operation of devices.	Amusement Ride Processing Assistant	Ongoing		The Location Notices are required 10 days prior to opening.
2.	Conduct safety meetings. The field supervisor is required to conduct these meetings unless he	Field Supervisors Inspectors	Ongoing		Handouts

	has a conflict in scheduling which means he assigns the responsibility to an inspector.				
3.	Create form for reporting safety meetings.	Chief Assistant Chief		July 1, 2009	The information that the form contains is date of meeting, name of company, items covered on the handout, who conducted the meeting and where and any special notes that may be taken on the meeting.
4.	Return completed form to amusement ride processing assistant within 3 working days by email with copy sent to Chief and Assistant Chief.	Field Supervisors	Ongoing		
5.	Create and maintain tracking system to verify all safety meetings conducted by supervisors.	Amusement Ride Processing Assistant	Ongoing		Excel Chart
6.	Produce a monthly report for monitoring.	Amusement Ride Processing Assistant		Monthly	
7.	Monthly report reviewed by management.	Chief Assistant Chief		Monthly	
6.	Report year-to-date status of objective at the Quarterly Performance Review.	Chief Assistant Chief Office Manager		Quarterly	

Objective 3. On an annual basis conduct operational inspections on amusement companies that operate 15 or more rides at the agricultural fairs.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Perform at least one operational inspection at each fair with 15 or more rides.	Inspectors	May 5	November 7, 2009	The Alamance County Fair is scheduled from May 5 to May 10. The Harnett County Fair is the last fair of the season and ends November 7.
2. Operational check forms are completed and mailed to the Raleigh office within 3 working days.	Inspectors	Ongoing		The information contained on the form is the name of the company, date, and who conducted the operational inspection. The form also contains several specific areas that have to be looked at when conducting an operational inspection this is provided in a check sheet form.
3. Data from operational check form is entered into the electronic tracking system.	Amusement Ride Processing Assistant	Ongoing		Excel Chart
4. Produce a weekly report for review.	Amusement Ride Processing Assistant		Weekly	
5. Weekly report reviewed.	Chief Assistant Chief		Weekly	
6. Once reviewed, forward reports to supervisors.	Amusement Ride Processing Assistant		Weekly	
7. Report year-to-date status of objective at the November Quarterly Performance Review.	Chief Assistant Chief Office Manager		November, 2009	The status of the objectives concludes after the Harnett County Fair.

Objective 4. Annually partner with at least 18 agricultural fairs to perform operational checks and to collect non-reportable accident information.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Promote fair partners at the annual NC/SC Fair Association convention.	Chief Assistant Chief		January, 2010	Handouts
2. Prepare and send letters to each agricultural fair and request that they sign and return the partnership agreement by May 31 st .	Chief Assistant Chief NCDOL Communications Staff	January	May 31, 2009	Partnership Agreement Forms contain the following information: name of fair partner, the date that the partnership was signed, and the signature of the fair representative. Also contains the language on what the fair partnership is and the responsibilities of the fair.
3. Provide training for designated fair personnel.	Chief Assistant Chief	June 1	July 31, 2009	Handouts; operational check forms; accident report forms; meeting room; refreshments; The forms contain specific areas that the fair partner representative needs to inspect when conducting the operational inspection. This form is a check sheet.
4. Fair partners to complete daily inspections and return forms to Raleigh office upon completion of their fairs.	Amusement Ride Processing Assistant	July 28	November 7, 2009	The first fair after training is the Bethware Community Fair and the last is the Harnett County Fair.
5. Enter data from forms into tracking system for fair partners.	Amusement Ride Processing Assistant	July 28	November 7, 2009	Excel Chart
6. Produce a bi-weekly report for review.	Amusement Ride Processing Assistant		Bi-weekly	
7. Bi-weekly report reviewed.	Chief Assistant Chief		Bi-weekly	
8. Produce final report to explore data for new opportunities and identify redundant hazards.	Amusement Ride Processing Assistant Chief Assistant Chief		November	
9. Produce final report for publication to provide	Amusement Ride	November	January,	Copies of the final report to be

feedback to fair partners in effort to improve overall safety.	Processing Assistant Chief Assistant Chief		2010	provided at the annual NC/SC Fair Association Convention.
10. Report year-to-date status of objective at the November Quarterly Performance Review.	Chief Assistant Chief Office Manager			The status of the objectives concludes after the Harnett County Fair.

GOAL 2: Better manage a growing workload to increase productivity.

Objectives:

1. Reassess all administrative rulings, internal policies and work processes to manage a growing workload more successfully and develop recommendations for change by December 31, 2009.
2. Complete development of a back-office computer application to successfully manage the amusement device program by June 30, 2011.
3. All inspectors shall have an equitable distribution of units in his database by June 30, 2012.

Action Plan – Goal 2

Objective 1. Reassess all administrative rulings, internal policies and work processes to manage a growing workload more successfully and develop recommendations for change by December 31, 2009.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Review Amusement Device Safety Act, Elevator Safety Act, Passenger Tramway Safety Act and Administrative Code pertaining to the inspection of elevators, amusement devices and tramways and identify necessary changes to improve Bureau efficiency and effectiveness.	Chief Assistant Chief		October 31, 2009	
2. Identify internal policies and critical work processes for review.	Chief Assistant Chief		Prior to mgmt. meeting	

3.	Review all internal policies and work processes to identify opportunities for improving Bureau efficiency and effectiveness.	Chief Assistant Chief Engineer Supervisors Office Manager		July 31, 2009	The review will involve a day meeting with the Bureau's management staff. Identify and invite personnel from human resources, budget, and information technology if needed.
4.	Implement changes to internal policies and work processes.	Chief Assistant Chief Supervisors Office Manager	August 1	December 31, 2009	
5.	Review recommendations for legislative action and rule changes with the Department's General Counsel and Director of Legislative Affairs.	Deputy Commissioner S&I Chief	November 1	November 30, 2009	
6.	Make recommendations to Commissioner for approval for legislative action to make changes.	Deputy Commissioner S&I Chief	December 1	December 31, 2009	
7.	Report year-to-date status of objective at the July and November Quarterly Performance Reviews.	Chief Assistant Chief Office Manager		July, 2009, November, 2009	

Objective 2. Complete development of a back-office computer application to successfully manage the amusement device program by June 30, 2012.

	Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1.	Complete business analysis.	Bureau IT committee NCDOL IT Staff		December 31, 2009	
2.	Develop and complete project plan and timeline.	NCDOL IT Staff	TBD		The timeline will be determined by the priority given to this project.
3.	Complete development of application for testing.	NCDOL IT Staff	TBD		
4.	Coordinate test trial with selected members of Bureau IT Committee.	NCDOL IT Staff Bureau IT Committee	TBD		

5.	Provide feedback to Dept IT support staff as to effectiveness and function.	NCDOL IT Staff Bureau IT Committee	TDB		
6.	Develop training program for inspectors.	NCDOL IT Staff Bureau IT Committee	TBD		
7.	Train the inspectors in the new program.	NCDOL IT Staff Bureau IT Committee	TBD		
8.	Implementation of the new program.	Inspectors	TBD		

Objective 3. All inspectors shall have an equitable distribution of units in his database by June 30, 2012.

Action		Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1.	Actively participate in departmental management meetings with designated individuals to assess collective needs as related to GIS technology.	Assistant Chief	Ongoing		The timeline for this objective will be determined by NCDOL Information Technology Division.
2.	Identify common departmental needs to reduce redundancy and maximize time and efficiency	Assistant Chief	TBD		
3.	Assess Bureau needs and design template based on bureau data.	Assistant Chief	TBD		
4.	Explore GIS capabilities that meet bureau objective.	Assistant Chief	TBD		
5.	Acquire approval for budgetary funding to	Chief	TBD		

	purchase GIS program software.				
6.	Code all elevator locations to successfully implement a GIS system to better manage field inspectors' workload by December 31, 2012.	Office Manager Elevator Processing Assistants	TBD		

GOAL 3: Promote voluntary compliance of regulations to elevator companies and amusement owners and operators.

Objectives:

1. At least 5 amusement companies in North Carolina will apply to become safety amusement star program site in program by December 2009.
2. Provide at least three training sessions annually to architects, general contractors, and anyone else having anything dealing with the design and construction of elevators and related equipment in different venues of the state.

Action Plan – Goal 3

Objective 1. At least 5 amusement companies in North Carolina will apply to become safety amusement star program site in program by December 2009.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Finalize program criteria for permanent parks and traveling shows by June 2009.	Chief Assistant Chief General Counsel		Completed	

2.	Make application available via website and/or email for any company wishing to participate in program.	NCDOL Communications Staff NCDOL IT Staff Amusement Ride Processing Assistant		Completed	SAS Application
3.	Send applications by mail.	Amusement Ride Processing Assistant		Completed	
4.	Review applications.	Chief Assistant Chief Engineer	July 1	August 31	
5.	Send back application if not completed or accept for evaluation.	Chief Assistant Chief Engineer	July 1	August 31	
6.	Schedule on-site evaluation.	Assistant Chief	August 1	November 7	The on-site evaluation team will be made up of three individuals.
7.	Conduct on-site evaluation.	Bureau Engineer Assistant Chief Bureau Chief	August 1	November 7	Evaluation Score Sheet
8.	Review on-site evaluation for decision.	Chief Assistant Chief Engineer	August 1	November 30	
9.	Develop and maintain a tracking system for all applicants of the safety amusement program.	Assistant Chief Amusement Ride Processing Assistant		August 1	Excel Chart
10.	Report year-to-date status of objective at the January Quarterly Performance Review.	Chief Assistant Chief Office Manager	November 7	January 31	The status of the objectives concludes after the Harnett County Fair.

Objective 2. Provide at least three training sessions annually to architects, general contractors, and anyone else having anything dealing with the design and construction of elevators and related equipment in different venues of the state.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Correspond with various regulatory agencies to offer assistance and training as it relates to elevator technologies.	Engineer	On going		
2. Provide technical information to agencies and interested parties on our website.	Engineer	Ongoing		
3. Correspond with architectural societies and general contractor associations offering assistance as it relates to elevator technologies.	Engineer		August 1	
4. Identify at least three training opportunities.	Engineer	Ongoing		
5. Conduct at least three training session.	Chief Assistant Chief Engineer Supervisors	July 1	June 30	
6. Seek feedback from training recipients.	Chief Assistant Chief Engineer Supervisors	Ongoing		
7. Report year-to-date status of objective at the Quarterly Performance Reviews.	Chief Assistant Chief Office Manager			Quarterly reviews are scheduled for July, November, January, April.

GOAL 4: Provide professional development opportunities to employees to improve the quality of inspections.

Objectives:

1. Develop and implement an elevator inspection apprenticeship program by December 31, 2009.

2. Develop a three-tier career progression plan for inspectors (trainee, journeyman and master inspector) by June 30, 2012, and implement by June 30, 2013.
3. Have every inspector NAARSO Level I certified by February 27, 2010.
4. Update and maintain field operational manual.

Action Plan – Goal 4

Objective 1. Develop and implement an elevator inspection apprenticeship program by December 31, 2009.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Complete technical formatting criteria with Apprenticeship department profiler.	Chief Assistant Chief Supervisors Apprenticeship Staff		December 31, 2010	The program will be a 2,000 hour apprentice program to ensure that we are providing the proper training to the elevator inspectors that we hire.
2. Conduct field visits with field inspection staff (Apprenticeship job profiler).	Supervisors Inspectors Apprenticeship Job Profiler	August 1, 2009	December 31, 2010	
3. Complete draft program.	Apprenticeship Staff	August 1, 2009	December 31, 2010	
4. Submit draft program to Elevator Advisory Board members for review and comment.	Chief Elevator Advisory Board	August 1, 2009	December 31, 2010	

5.	Finalize draft after review and revision.	Chief Assistant Chief Apprenticeship Staff		December 31, 2009	
6.	Implement program for field inspection personnel for certification based on criteria.		January 1, 2010		
7.	Report year-to-date status of objective at the July and November Quarterly Performance Reviews.	Chief Assistant Chief Office Manager		July, November	

Objective 2. Develop a three-tier career progression plan for inspectors (trainee, journeyman and master inspector) by June 30, 2011.

	Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1.	Re-draft changes to Elevator Inspectors OSP classification.	NCDOL HR Staff			The changes are to specifically address QEI and NARSO Level 1 certifications for inspections.
2.	Implement elevator apprenticeship program.	Chief Assistant Chief Supervisors	January 1, 2010	Ongoing	
3.	Meet with Human Resources to discuss career progression. Identify areas of responsibility for both the Bureau and HR. Develop a mutually agreed upon timetable for implementation.	Chief Assistant Chief NCDOL HR Staff		December 31, 2009	The program is to be based on years of service, levels of certification and experience.
4.	Report year-to-date status of objective at the Quarterly Performance Reviews.	Chief Assistant Chief Office Manager			Quarterly reviews are scheduled for July, November, January, April.

Objective 3. Have every inspector NAARSO Level I certified by February 27, 2010.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Seek funding approval by Office of State Budget and Management to conduct a 3-day test review and on 4 th day give test to eligible inspectors per NAARSO bylaws.	Chief NCDOL Budget Staff		Completed	
2. Schedule dates, acquire location for training and testing and insure all non-certified NAARSO Level I inspectors are scheduled to attend training.	Assistant Chief Supervisors		Completed	
3. Develop training program.	Chief Assistant Chief	July 1, 2009	December 31, 2009	
4. Conduct training and testing.	Chief Assistant Chief Non-certified NAARSO Level I Inspectors		February 27, 2010	
5. Acquire and review test results from NAARSO.	NAARSO Executive Administrative Assistant			This step will be completed upon receipt of the results from NAARSO.
6. Report year-to-date status of objective at the July, November and January Quarterly Performance Reviews.	Chief Assistant Chief Office Manager		July, 2009, November, 2009, January, 2009	

Objective 4. Update and maintain field operational manual by December 31, 2009.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. After review of all internal policies and work processes by Bureau Management (see Goal 2, Objective 1), review current field operational	Engineer	August 1	December 31, 2010	The manual is a reference document for the field employees of the bureau. The manual contains all of the policy

manual and make necessary corrections.				and procedures that the Elevator and Amusement Device Bureau have in place and should be reviewed periodically.
2. Provide appropriate hyperlinks to all office of state personnel policies and provide all Bureau policies to date.	Engineer	August 1, 2009	December 31, 2010	
3. Field operational manual reviewed by Bureau Management.	Chief Assistant Chief Engineer Office Manager Supervisors	August 1, 2009	December 31, 2010	
4. Make field operational manual available to the entire staff through the Department's intranet site.	NCDOL IT Staff	August 1, 2009	December 31, 2009	
5. Ongoing review and revision process.	Chief Assistant Chief Engineer Office Manager Supervisors	Ongoing		
8. Report year-to-date status of objective at the July and November Quarterly Performance Reviews.	Chief Assistant Chief Office Manager		July, 2009 November, 2009	

GOAL 5: Conduct business in a safe and healthy environment.

Objectives:

1. The Elevator & Amusement Device Bureau Employee Safety and Health Committee will meet at least four times annually and perform the duties required under Policy 2 for unit safety and health committees.
2. All injuries, occupational illnesses, and violence or criminal activity events will be investigated and reported within the guidelines and time frames of the Employee Safety and Health Program, Policy 9.
3. Provide all employees an opportunity to receive certification or re-certification in CPR training.

Action Plan – Goal 5

Objective 1. The Elevator & Amusement Device Bureau Employee Safety and Health Committee will meet at least four times annually and perform the duties required under Policy 2 for unit safety and health committees.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
Bureau health and safety committee will provide a schedule at the beginning of each year to the steering committee reflecting dates and times for bureau safety meetings.	Unit Committee Members		August 1	See Policy 2 of the NCDOL Employee Safety and Health Committee.
1. Conduct 4 bureau health and safety committee meetings.	Unit Committee		3/8/09 11/18/09 2/18/09 6/9/09	
2. Attend all meetings of the Department Employee Safety and Health Steering Committee.	Unit Representative		Quarterly	
3. Conduct documented site inspections using appropriate forms within the bureau's portion of its building to ensure maintenance and safe conditions and to identify potential hazards in our office facilities.	Amusement Ride Processing Assistant		Quarterly	
4. Report any hazards noted during inspection process back to steering committee for review the day of inspection.	Amusement Ride Processing Assistant		Quarterly	
5. All forms required under the Employee Health Policy 2 shall be completed and kept in accordance with the NCDOL Employee Safety and Health Program.	Amusement Ride Processing Assistant		Ongoing	
7. Report year-to-date status of objective at the Quarterly Performance Reviews.	Chief Assistant Chief Office Manager			Quarterly reviews are scheduled for July, November, January, April.

Objective 2. All injuries, occupational illnesses, and violence or criminal activity events will be investigated and reported within the guidelines and time frames of the Employee Safety and Health Program, Policy 9.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Review Policy 9 annually with supervisors.	Chief Assistant Chief		By First Bureau Mgmt. Meeting	See Policy 9 of the NCDOL Employee Safety and Health Committee.
2. Follow all prescribed procedures for investigating and reporting injuries, occupational illnesses, violence or criminal activity.	Supervisor			
3. Complete all forms indicated under Policy 9 and send to the appropriate parties.	Supervisor			
4. Report year-to-date status of objective at the Quarterly Performance Reviews.	Chief Assistant Chief Office Manager			Quarterly reviews are scheduled for July, November, January, April.

Objective 3. Provide all employees an opportunity to receive certification or re-certification CPR training.

Action	Responsibility	Start	Complete	Comments (Contingencies, resources, etc.)
1. Schedule annually a CPR training opportunity for all employees.	Chief Assistant Chief			
2. Provide CPR training.	Chief Assistant Chief		December, 2009	All-Inspectors Meeting
3. Report year-to-date status of objective at the July, November and January Quarterly Performance Reviews.	Chief Assistant Chief Office Manager		July, 2009, November, 29, January, 2009	