



Agricultural Safety & Health Council of America Strategic Plan 2022-2025

Executive Summary

In May 2022, the Agricultural Safety & Health Council of America (ASHCA) initiated a strategic planning process to establish the strategic direction of the organization during the period of 2022 to 2025. A Strategic Planning Task Force of board member-leaders was convened. The Task Force (appendix one) was led by Jess McClure. Roots and Legacies Consulting, a third-party firm, was contracted to facilitate stakeholder engagement and guide the Task Force in development of the strategic plan.

The strategic plan was developed in phases – discovery, design, approval/adoption, and continuous improvement/accountability.

The discovery phase consisted of stakeholder engagements. The task force conducted a member survey to understand the perspectives of members.

- 12-question electronic survey was distributed to stakeholders
- Survey was available for 24 days
- 51 complete surveys
- 10 percent return rate (approximate)
- Five-minute average completion time
- Questions focused on attitudes toward ASHCA, its services and member benefits, and feedback for organizational improvement

The design phase consisted of virtual meetings to write and refine the strategic planning process – including building of a stakeholder survey. The task force met virtually before an in-person meeting in Kansas City, Missouri on August 15 and 16, 2022. During the in-person meeting, the task force:

- Reviewed stakeholder input collected through the survey.
- Reaffirmed and revised the ASHCA vision, mission, and guiding principles.
- Considered questions and completed exercises to outline current and future member/stakeholder needs, industry trends, and reflect on the relevancy of ASHCA within the agriculture safety and health space.
- Established four foundational pillars for the strategic work of ASHCA.
- Developed strategic imperatives and strategic objectives/initiatives for each pillar.



The Task Force established the following four foundational pillars to guide the work of the ASHCA for the next three years.



Organizational Growth & Development: Foster an environment and culture that allows ASHCA to be a viable, leading safety and health organization



Research-to-Practice-to-Research: Connect research and industry to proactively collaborate in bringing best safety and health management practices to agriculture



Agricultural Safety Training & Education: Improve workplace culture and environment to increase agricultural safety, efficiency, productivity, and sustainability



Communication & Marketing: Engage members and stakeholders via multiple communication strategies to demonstrate the value of ASHCA

The Task Force identified strategic imperatives and strategic objectives and initiatives for each pillar as outlined on pages 4-7 of this report.

The approval and adoption phase will begin in September 2022. The Task Force will present the strategic plan pillars, imperatives, and objectives/initiatives to the board of directors in September 2022. The staff and volunteer leaders of ASHCA will establish activities and metrics to complete the plan in October and November 2022. The full strategic plan will be ready for board approval and adoption January 2023.

To support accountability and continuous improvement, the Task Force recommends following of best management practices (BMPs). These BMPs are specifically tailored to ASHCA given its governance and management structure – part-time staff with volunteer leaders serving in both board capacities and programmatic management.

1. Each strategic pillar informs the formation of an ASHCA committee.
2. Committees are chaired/co-chaired by board members.
3. The board chair, vice chair, and ASHCA staff serve as project managers.
4. Each committee is comprised of ASHCA members and stakeholders.
5. Committees are guided by board adopted strategic objectives and initiatives.
6. Committees recommend for board approval programmatic activities and metrics/targets.



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Vision, Mission Statement, and Guiding Principles

The Task Force discussed and revised the ASHCA vision, mission, and guiding principles. The Task Force recommends affirming the ASJCA Vision, Mission Statement, and Guiding Principles.

Vision

We envision a safe and healthy work environment for people engaged in agriculture across the U.S.

Mission Statement

To improve the safety and health of U.S. agriculture by advocating for and supporting wellbeing through education, communication, outreach, and trainings that improve workplace safety culture and environment.

Guiding Principles

- The agricultural industry has a responsibility to lead and guide agricultural safety and health research, programs, and best management practices.
- ASHCA serves as a leader for effective initiatives that address safety and health of agricultural workers.
- A safe and healthy agricultural workforce contributes to sustainability, increased productivity and efficiency for a rapidly growing global market.



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Organizational Growth & Development: Foster an environment and culture that allows ASHCA to be a viable, leading safety and health organization

Strategic Imperative 1: Establish a robust membership recruitment and retention plan

- A. Stabilize membership and create the foundation for growth
- B. Conduct a membership dues and structure assessment to ensure adequate resources for operations

Strategic Imperative 2: Create a board development plan that addresses board structure, recruitment, and succession planning

- A. Review current term limits with potential realignment to ensure board continuity
- B. Establish a board member pipeline for recruitment and succession planning

Strategic Imperative 3: Develop an operational excellence guide matching needs and availability of time, talent, and treasure

- A. Work with board leadership, staff, and committee leaders to map resource needs for ASHCA
- B. Identify streams of resources – volunteer hours, in-kind contributions, non-dues revenue, etc. to support ASHCA operations
- C. Commit to planning and executing ASHCA’s annual meeting and annual report



Research-to-Practice-to-Research: Connect research and industry to proactively collaborate in bringing best safety and health management practices to agriculture

Strategic Imperative 1: Convene interdisciplinary thought-leaders in agriculture safety and health to identify priority risks

- A. Identify the frequency of convening researchers and industry leaders to ensure topic identification, timeliness, and responsive research agendas
- B. Conduct an assessment to determine membership needs for research and applied knowledge

Strategic Imperative 2: Develop a framework to connect industry subject matter experts with researchers and project managers

- A. Conduct a landscape analysis to identify how other industry sectors foster subject matter expert, researcher, and project manager connections
- B. Explore tools and resources to better support ASHCA's role in connecting subject matter experts, researchers, and project managers
- C. Initiate a pilot implementation of the framework to connect subject matter experts with researchers and project managers



Agricultural Safety Training & Education: Improve workplace safety culture and environment to increase agricultural safety, efficiency, productivity, and sustainability

Strategic Imperative 1: Create a robust offering of training and educational curriculum, materials, and resources.

- A. Assess industry needs for agricultural safety and health training and education.
- B. Utilize assessment results to realign existing training, programs, and resources
- C. Create new training, programs, and resources to address unmet needs
- D. Identify primary collaborative organizations and individuals for the development of trainings, programs, and resources
- E. Establish a training and educational curriculum sub-committee to review and ensure timely, relevant updates are made to all trainings, programs, and resources



Communication & Marketing: Engage members and stakeholders via multiple communication strategies to demonstrate the value of ASHCA

Strategic Imperative 1: Ensure ASHCA is following association management and non-profit industry best practices for communication and marketing

- A. Conduct a communication audit that guides the development of an ASHCA communication plan
- B. Develop ASHCA brand standards and key messages
- C. Establish baseline metrics to define success of communication and marketing initiatives

Strategic Imperative 2: Collaborate with and support ASHCA committees, leaders, and staff to demonstrate organizational prestige, credibility, and relevance

- A. Establish the working relationship between communication and marketing leads, committee chairs, and program managers to ensure timely delivery of content and assets
- B. Develop a procedure to guide when and how ASHCA will engage in policy, regulatory, or rule making activities
- C. Create means of celebrating success of members and partners

Strategic Imperative 3: Identify and maintain collaborative relationships with allied organizations and individuals to advance occupational safety and health in agriculture

- A. Provide a recommendation to the board for the development of agreements/Memorandums of Understanding (MOUs)
- B. Develop a relationship management plan for each collaborative organization – relationship manager, frequency of engagement, statement of work, etc.



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Appendix One

Strategic Planning Task Force/Board of Directors

Jess McCluer, Chair

National Grain & Feed Association

Paul Riley, MBA, CSP, Vice Chair

AgReserves, Inc.

Nichole Ayache, Secretary/Treasurer

National Milk Producers Federation

Flint Belk, CIH, CSP

WCF Insurance

Allison Crittenden

American Farm Bureau Federation

Heather Fowler, VMD, PhD, MPH, DACVPM

National Pork Board

Kelly George

Grimmway Farms

Paul Gunderson, PhD

Dakota Precision Ag Center

Mike Keenan

Gallagher National Risk Control

Barbara Lee, PhD

Marshfield Clinic Research Foundation

Jennifer Lincoln, PhD, MSM, CSP

NIOSH

Dennis Murphy, PhD

Department of Agricultural & Biological Engineering, College of Agricultural Sciences, The Pennsylvania State University (retired)

Kimberly Naffziger

Zenith Insurance Company

Sean Vallely

Agri-Services Agency

Travis Webb

Association of Equipment Manufacturers

Aaron Yoder, PhD

University of Nebraska Medical Center

Julie Koochagian – staff support

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