Return to Work
Application Instruction Booklet

SHIP Grant Program
Safety and Health Investment Projects
SafetyGrants.Lni.wa.gov
Funded by the Department of Labor & Industries

Review Steps 1 & 2 before Filling out the Application

August 2012

SHIP Return to Work Application Instruction Booklet
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STEP 1 – SHIP RTW Grant Eligibility: Are you eligible to apply?

Are you a Washington State Employer covered through the Washington State Department of Labor and Industries' Worker's Compensation Insurance?

If **No**, Self-Insured employers must work collaboratively with an employer covered through Washington State Department of Labor and Industries' Worker's Compensation.

If **Yes**, are you addressing the Return to Work needs of your own workplace for your own employees?

If NO, are you a (n):
- Trade association;
- Business association;
- Employee;
- Labor union;
- Employee organization;
- Joint labor and management

If **Yes**, go to Step 2.

If **NO,** are you a (n):
- Educational institution
- Training organization
- External consulting firm
- Or similar type organization

If **YES**, are you addressing the needs of Return to Work issues in your own workplace for employers/employees that you represent that are covered by Department of Labor and Industries Worker's Compensation Insurance?

If **No**, contact the SHIP program for eligibility determination.

If **Yes**, you must partner with an eligible organization in a collaborative relationship which provides partners with the responsibility to perform significant activities under the project and share in decision making.

If **No**, you must have a partner to be eligible.

If **Yes**, go to Step 2.

Note: All products produced, whether by the grantee or a subcontractor to the grantee, as a result of a SHIP grant are in the public domain and cannot be copyrighted, patented, claimed as trade secrets, or otherwise restricted in anyway.

When determining the **type of organization** to check on your application, consider the following:

TYPE OF ORGANIZATION	DESCRIPTION
Trade Association	Organizations that represent businesses/employers in a specific industry
Business Association	Organizations that represent businesses/employers more broadly and may include businesses/employers across multiple industries
Employer	For the purpose of SHIP grants, Employers are those entities that are seeking funding for projects that would benefit their own workplace and employees
Labor Union	Organizations that represent employees – these tend to be industry specific
Employee Organizations	Less formalized organizations that represent a group of employees *employee organizations, associations, cooperatives, and similar groups whose primary purpose is to serve the welfare of employees or to provide services to employees*
Group of Employees	One or more employees from the same employer
Joint Business/ Labor Group	A collaborative group that is both made up of business and labor groups and/or their representatives addressing needs in specific industries
Other	Any entity or group that is not seeking to address the needs in their own workplace, industry, trade, etc; or those not seeking to address the needs of their own employees, business or of those they represent.
-Third Party Organizations	Organizations who provide the activities outlined in the proposal as a part of the work they conduct on an ongoing basis (not directed at their own employees) i.e.: - safety consultation firm - vocational counseling firm
- Educational Institution	University, college, etc.
- Self-insured Employers	Employers who are not covered under the state funded workers compensation system

DO YOU NEED A PARTNER?
Generally all organizations that fall under the "**other**" category would need a partner to be eligible.

Others that may benefit from a partnership would be:
  ➢ Employee Organizations
  ➢ Groups of Employees (would likely need buy off from your employer)

Ideally, all products developed should be able to transfer or be usable by other entities doing similar types of work.

NOTE: All products produced, whether by the grantee or a subcontractor to the grantee, as a result of a SHIP grant are in the public domain and cannot be copyrighted, patented, claimed as trade secrets, or otherwise restricted in anyway.

STEP 2 – SHIP RTW GRANT ELIGIBILITY: IS YOUR PROJECT ELIGIBLE?

Is your project designed to develop and implement innovative and effective return to work programs for injured workers ___

If **YES**, are products substantially similar to products that currently existing in the public domain? ___

If **YES**, contact the SHIP program

If **NO**, will any portion of your project funding be used to come into compliance with safety and health or other legal requirements? ___

If **YES**, it is _not eligible_ for a SHIP grant

If **NO**, does your project involve lobbying and political activities or supporting, opposing, or developing legislative or regulatory initiatives? ___

If **YES**, it is _not eligible_ for a SHIP grant

If **NO**, does your project require the purchase of equipment as an essential element for the project's success or completion?

If **YES**, is it the primary purpose of your project? ___

If **YES**, it is _not eligible_ for a SHIP grant

If **NO**, your proposed project may be eligible. Contact the SHIP program if you would like to discuss your concept. Please Note: SHIP funds cannot be used to apply for another SHIP grant or any other grant.

SHIP GRANT APPLICATION INFORMATION

> **IMPORTANT INFORMATION**: SHIP grants are "discretionary grants", indicating that grants selected for awards are determined through a competitive process.

The SHIP application has six sections:
- Cover Sheet
- Project General Information
- Budget
- Project Description and Work Plan
- Additional Required Information
- Certifications and Assurances

Important information about attachments: Please be sure that all relevant information about your proposed project is included in the body of the application. While attachments are a valuable tool for providing in-depth understanding for reviewers, attachments may or may not be used to assess the validity of the proposed project for SHIP funding.

Submitted applications must:
- Be **clear and legible,** with a minimum font size of 12 point Arial.

  o Figures, charts, tables, legends, and footnotes may be smaller in size but must be legible.

- Maintain the order of requested information in the application as originally designed.

- Be **completed in full.**

  o Incomplete applications will not be processed and applicants will be contacted with information detailing application deficiencies including instructions for re-submission, if available, once the application is complete.

  o Incomplete applications received on the application deadline will not be considered as submitted by the deadline.

- Be submitted as **one file.**

  o When possible, attachments should be included as part of the application file.

All completed applications and accompanying materials become the property of the Department of Labor and Industries (L&I) and will not be returned. Any exceptions must be approved by L&I and documented in advance.

Applicants are notified in writing of the acceptance or denial of their application.

> **NOTE**: *All products developed as a result of an approved SHIP award belong in the public domain and their dissemination and use shall not be restricted in any way. Such products may not be copyrighted, patented, claimed as trade secrets, or otherwise restricted in any way. The department (L&I) retains the right to publish or otherwise disseminate these products as the department in its sole discretion deems appropriate.*

INSTRUCTIONS FOR COMPLETING THE COVER SHEET

COVER SHEET ITEM	INSTRUCTIONS
Applicant Name (and Partners)	Provide a listing of applicant organization and any partners/collaborators
Primary Contact Person	Name, phone number and email of primary contact for project
Descriptive Title of Project	Self-explanatory
Summary of Proposed Project	Summarize proposed project activities/outcomes in *2-3 sentences* This summary helps reviewers follow your line of reasoning in the application itself
Proposed Deliverables	What products or outputs will be produced as a result of this project?
Project Budget	
a: Amount requested from SHIP	Total amount of funds requested from SHIP (amount should coincide with proposed budget)
b: Cash amount requested from others (other support)	If applicable, enter the amount of funds being provided by other entities to accomplish activities of project
c: In-kind Contribution(s)	Enter value of funds for other resources donated by applicant organization(s)
d: Total Project Budget	Add amounts from 6a, 6b, and 6c
Multi-media Presentations?	Simply answer "yes" or "no". Such materials will be detailed in the application itself.

- A completed copy of the Cover Sheet must accompany every application.
- It is a brief summary of your application and *should not exceed one page.*
- Fill out the Cover Sheet **after** you have completed the application.

INSTRUCTIONS FOR COMPLETING THE SHIP APPLICATION

PART I - - PROJECT GENERAL INFORMATION

IMPORTANT WORD ABOUT PARTNERS: Some organizations are required to have joint applicants or collaborators on their project in order to meet eligibility requirements. For every project having more than one entity applying for the grant you must designate which partner will act as the "managing partner." The managing partner is the primary contact organization for the project, supplies the project manager, and carries the financial responsibility for managing the grant. Other partners in the project carry responsibility for critical portions of grant activities. Partners are not considered subcontractors and vice versa.

APPLICATION ITEM	Instructions
Date of Application	Self-Explanatory (if submitting an updated version, please update date)
Descriptive Title of Applicant's Project	Self-explanatory
Total SHIP Funds Requested	Self-explanatory
Applicant Qualification	
Answer the questions that follow. These questions may help you determine whether or not you need a partner in order to be eligible to apply for a SHIP grant. The eligibility chart may help you answer these questions. See Page 3 of this booklet.	
Are you addressing the Return to Work needs of your own employees who are covered by workers' compensation through the Department of Labor and Industries?	
Are you addressing the Return to Work Needs for employers/employees you represent (business association/union/other eligible entities) that are covered for workers' compensation insurance through the Department of Labor and Industries?	
Organization Type	Check the type of organization that most accurately describes the applicant/applicant organization or managing partner if applicable. **See page 4 of the instructional manual for detailed descriptions of these organization types.** If "other" is the most appropriate designation, please provide a complete explanation of the nature of your entity.
Partnerships	Simply answer "yes" or "no" regarding whether more than one entity is applying for proposed project funding. Educational institutions must choose yes, as they are required to have a collaborative relationship in order to be eligible to apply for a SHIP grant. If "yes" specify if you are addressing RTW for **your partner's** employees.
Applicant(s)	
Name	Enter official legal name of the organization submitting the

	SHIP application. Do not use abbreviations. If a partnership or collaboration, in the case of education institutions, please enter the information for the managing partner.
Address	Address must be a complete official mailing address of the primary applicant organization
City/State/Zip	Self-explanatory
Website	Enter the organizations official web page address
Fed Tax ID or SSN	Self-explanatory
WA State UBI	Self-explanatory
IRS Non-profit	Self-explanatory
List Supporting Partner(s)	Provide the legal names of any organization who is participating in this project as a partner or collaborator. Include address, primary contact, phone, email, and websites, if available, for each.
Project Team	
To Include:	In the following portion of the application, list all personnel who will be responsible for portions of grant activities. If a position is required for the project, but the individual has not yet been identified – include position title and salary level.
Project Sponsor	Name and contact information for individual within the applicant organization who has ultimate responsibility for the success of the project through overcoming organizational barriers.
Project Manager	Name and contact information of the person who will manage your project. Each project will have **only one** project manager who is not a subcontractor, they must be an employee of the managing partner.. The project manager must be someone who is available and responsive to the SHIP program staff. **You must include a resume for this individual not to exceed three (3) pages** focused on: • providing a description of their experience in **project management** • any education and skills that relate directly to project management • detail verifiable qualifications and experience required to manage this project. **NOTE:** SHIP reserves the right to reject project manager staffing if they fail to exhibit project management experience appropriate to the proposed grant project. Include contact information for all individuals who have responsibility for activities in the PDWP.
Team Member	Include a resume for individuals identified that demonstrates the experience and qualifications needed to perform the activities they are assigned under this project.

	Include a job description for positions that have yet to be filled that includes the key experiences, education and skills needed to perform the activities that will be assigned.
Organization Profile	**Complete for managing and supporting partner** **Answer question for one organization and then for the next organization.**
Brief statement of Organization(s) achievements	Self-explanatory
Location to be Served	Check the geographic locations to be served by your project.
Industry Classification	Check all industries that best describe the nature of your business or industry.

Part III - - Budget

This section should be as detailed as possible. Be sure to include budget items not included in the categories provided, if appropriate. The itemized budget, along with your written justification for all proposed expenses are an important consideration in the evaluation of your application.

Important considerations when developing your budget
- All budget items must be listed within the budget categories provided
  - Additional expenses not appropriate for inclusion in the budget categories provided should be included in the OTHER budget category
- Each budget category includes sections for:
  - Detailed explanation for each proposed expense (WHAT), and
  - A budget justification (WHY). Each cost should have a corresponding justification that clarifies the basis for how you determine the need for and the cost of each expense.

Budget Overview Section	
	Provide the overall proposed expenses for each budget category

Format of the SHIP Application Itemized Budget and Justification

ITEMIZED BUDGET - -How will SHIP award funds be used to achieve the purposes listed in your proposal?

A. BUDGET CATEGORY **1**	Details	Proposed Expenses
1.		$ **4**
Explantion for rate of pay:	**3**	
What knowledge, skill & ability do they bring?		
2.		$
3. **2**		$
Special Conditions for budget category if applicable		
	Subtotal	**5**
6		

1. Identifies the budget category
2. Provides space for expenses for the budget category (ex. Booklets, pamphlets, etc)
3. Provide specific details for the items listed in #2. For example, # or amount, per month cost, etc
4. Cost for each expense in the budget category. **Enter Dollar Amounts Only!**
5. The total for expenses outlined in the budget category
6. Justification for the items listed in each budget category. This section must include:
   - Answer the two questions listed under each listed item.
   - a justification of the expenses listed

The following outline will provide detailed instruction on the type of information SHIP evaluates during the funding process for each budget category. Please pay close attention to additional documentation that should be submitted with your application.

PERSONNEL
- For all position listed in the personnel budget, you must:
    - Provide a comprehensive job description including primary duties and qualifications
        - <mark>For positions who have an individual already identified, include their **resume** (not to exceed (3) pages)</mark>
        - For positions for which a candidate has not yet been identified, a **job description should be included with the application to SHIP when the position is filled**.
- A Salary Justification must be included for all positions paid for with SHIP funds
    - Salaries must be commensurate with the duties being performed and not with the job title. For example, if your project wants to use already existing staff to conduct duties at a lower level, for example: Accounting personnel conducting clerical duties for the SHIP project – the salary must be appropriate to the duties being performed
        - Matching job duties with the Washington State Department of Personnel salary schedule is one way to achieve this, but not the only way.
- Fringe benefits rates must be specified for each individual, but the cost of fringe benefits can be included in the salary figures for each position. Simply note what percent of the salary cost is for fringe benefits. A statement as simple as "Salary figure includes X% for fringe benefits."
- An example of the personnel section of the itemized budget has been included for your information *(see page 15)*

The justification portion of the personnel itemized budget includes the following questions to be utilized for each individual.

Personnel	
Explanation for the rate of pay provided for position.	How was rate of pay determined for the position? Provide explanation about how pay is commensurate with the duties that will be performed as part of the project.
What knowledge, skills, and abilities do they provide to the project?	Self-explanatory.

> *In the application check the box and have the authorized signatory for the managing organization sign where provided to certify that the individuals who have been identified as team members are aware of being named in the grant project proposal at the salary level indicated.*

SUBCONTRACTORS
- Include detailed information outlining the primary activities the subcontractor will conduct and qualifications they must meet in order to be hired to carry out these activities.
- Provide justification for the activities that will be done by subcontractors, along with the reasons it is necessary to use subcontractors. In other words, explain why you cannot perform these tasks and require someone else to do it.
- Include estimates from identified subcontractors to show reviewers how you arrived at the specific costs for the subcontracted work.
    - For subcontractors identified after funding, you must provide their information at the time you make a decision along with a copy of their estimate for work if not already supplied.

The justification portion of the subcontractor itemized budget includes the following questions to be utilized for each subcontractor

Subcontractor (Consultant for educational institutions only)	Subcontractor: Some projects may use one or more subcontractors for various activities within the project. Subcontractors are not considered to be a joint-applicant or partner because they do not *direct* any activities outside the specific purview of their contract with the grantee. A subcontractor is hired by the grantee to perform a specific function. A subcontractor is a company, organization, or other entity that has expertise in a particular area that the proposed project team lacks. If your project is approved for a SHIP grant, copies of all contracts entered into for work covered by the grant must be available upon request.
How will you assure their participation?	What steps will you take to ensure subcontractors will complete the activities assigned to them as part of this project. • If your grant request is approved we will require copies of all contracts covering work to be done by subcontractors on the funded project be available to the SHIP program upon request.
What significant skills do they contribute to the project?	What skills do the subcontractors bring to the project that might otherwise be lacking in the sponsor/partner organizations?

TRAVEL
- Travel justification includes the reasons why it is necessary to the successful completion of the project.
    - Describe what alternatives to travel you considered and why travel is the best way to accomplish the specific activity requiring the travel.
    - Explain why specific modes of travel are selected over other alternatives.
    - Out-of-State travel will not generally be considered without compelling justification.
- Travel expenses cannot exceed the current per diem and mileage limits as published by the Office of Financial Management, State of Washington.
    - https://ofm.wa.gov/sites/default/files/public/resources/travel/colormap.pdf
- If you have further questions about this contact the SHIP program.

SUPPLIES
- List costs only for supplies that will be consumed in carrying out project activities. Explain why they are necessary and how they will be used to benefit the project.
- SHIP does not generally support the purchase of durable equipment with SHIP grant funds. Such equipment, if necessary to the project, should be rented or leased and cost effective whenever possible.

PUBLICATIONS
- If your project will publish materials, such as training materials, best practice guides, or other products arising from the project be sure to include reasonable publishing costs.
    - Costs for reproducing and distributing electronic media produced by the project, such as CDs, DVDs, or other media to be used broadly should be included here.

OTHER OR INDIRECT COSTS
- Indirect costs must not exceed 10% of the direct costs of the project

- Include an explanation in general terms of what you included in the indirect costs. Most costs of the project should already be detailed in the other categories listed above.

- Although indirect costs are typically not specific or assignable to individual activities you should be able to provide a general list of possible costs that go into this category.

Direct vs. Indirect Costs	
Direct Costs	*Indirect Costs*
Those costs that can be identified specifically with a project or project activity and therefore are charged specifically to that project or activity	Costs incurred for common or joint objectives and therefore cannot be readily and specifically identified with a particular project or activity.

IN-KIND CONTRIBUTIONS
- What are you or your partners (collaborators) contributing to the project besides listed management or project activities?

- Contributions like office space, telephone access, computer or other equipment use, or other contributions should be listed at their relative value.
    - **Note**: while the relative value of in-kind contributions are listed here as costs, they are not added into the project costs. They are listed for information purposes.

BUDGET EXAMPLE
(*Referenced on page 12*)

Itemized Budget –How will SHIP award funds be used to achieve the purposes listed in your proposal?

A. PERSONNEL (itemize all positions, indicating percent of time, salary and names of senior personnel)	Details	Proposed Expenses	
1. Jane Smith, Fiscal & Project Support	$3100/mo at 15% = $465 for 12 months + fringe at 24% = $112/mo	$6,919	
2.			
3.			
Fringe Benefits (specify rate and base)			
	Subtotal		

Justification for Personnel Budget:
Jane Smith, Fiscal & Project Administrative Support: Jane will provide monthly basic accounting services, fiscal reporting and setup/monitor subcontract payments and assist in typesetting of manuals and written materials. Jane will work with vendors and place orders for equipment and supplies. She will support all

compliance reporting activities for the grant. Jane is currently Executive Assistant to Dave Brown and Tracy Green, and has performed in this capacity with similar grants. Prior to joining ACME in 2008, Jane spent three years as Operations Manager at XYZ Co. Jane also has experience as a legal assistant and educational trainer. Jane will devote 15% of her time for the full 12-months of the project. Salary has been set based on similar job classifications as presented on the Washington State Department of Personnel's salary schedule.

PART III - - PROJECT DESCRIPTION AND WORK PLAN (PDWP)

A completed PDWP must be submitted as part of each application. The PDWP should provide reviewers with a thorough understanding of your project. The PDWP will also be used by SHIP program staff in developing project agreements, monitoring project activities, and evaluating your project.

As you develop your PDWP, make sure all your project components connect in a reasonable manner. One way to do this is to think in terms of "**if-then**" relationships. For example, *if* resources are available, *then* project activities can be implemented; or *if* project activities are implemented, *then* project outputs and outcomes can be expected.

When connections between components are not clear or do not exist, you'll need to address these gaps. This may mean revisiting activities and outputs and making adjustments.

If you have additional points you would like to convey, please do so at the end of this section. Diagrams, tables, charts, flow charts and Gantt charts may also be used to more fully illustrate how different components of your project will link or come together over the life of your project. These should be an additional piece and will not take the place of the framework provided in the application.

Please review the following PDWP components and use the descriptions and explanations to help you complete your Project Description and Work Plan from the form provided below:

FRAME	
Application Item	**Instructions**
Problem Statement "What particular problem or need will your project address?" What is the issue/need to be addressed? How do you know the issue/need exists? What is the industry/target audience need?	Problem statement should include information on the target population. What are the needs/problems of the target population and what are the causes? Provide who, what, when, where, and why? Why is this project needed and how do you know this? What documentation is available to support this – include baseline data that demonstrates the existence of the problem. ***NOTE: The problem or need being addressed should be clearly stated and identifiable within the first few sentences of this section.***

Solution "What is the approach you will take to address the problem/need identified?"	Should outline what you will do to deal with or end the problem identified in the Problem Statement.
Goal "What is the impact to occupational safety and health toward which this project is directed?	The goal of your project should provide the **vision** of your project and be **broad** in scope. The goal should address **who will be affected** and **what will change** as a result of the project. *Goals are longer term and broad.*
Objectives "What will your organization **do** about the problem?	Objectives should be: • Statements that explain how the project will be accomplished • Implementation steps that support the attainment of project goal(s) • Specific, measureable, attainable, reasonable, and have a defined completion date. • The measurable tasks that will be undertaken in order to realize the goal. Asking the questions below may assist you in developing your objectives? • What broad activities need to happen to solve the problem? • What is the direction of change? Or What is the action needed? • If the objectives are implemented, can they be measured? • Who is the target audience? • What is the time frame needed to realistically begin to solve the problem by implementing each objective? *Objectives are short term and narrow.*

SCHEDULE AND DELIVERABLES	
Timeline (By Month) **"When** will you carry out each activity and for how long?"	Provide the activities that will occur during each month of your project. You can add additional months if necessary. These fields will expand as you type. Please be comprehensive.

Responsible People "**Who** will do the work?"	Identify who (name of managing partner, supporting partner, subcontractor, etc) is assigned to complete each activity. Ideally, this will be the person who is ultimately responsible for carrying out the activity.
Activities "**What** are the specific activities that lead to completion of the objectives that will lead to achievement of stated project outputs and outcomes?"	List all activities by timeframe that are needed to implement your project. Common types of activities are developing products, providing services, and building infrastructure. A complete list of activities provides the basis for understanding what it takes to implement your project.
Total Cost (per quarter)	Provide the cost to conduct the activities for each quarter.
How is what you are proposing to do/develop (products/information/training/etc) similar to what is currently available in the public domain?	Are there products currently available in the public domain that address the needs identified in your problem statement and solution? If yes, how does what you seek to do different from what is already currently available?
How and why was the project approach developed?	Describe what leads you to believe your particular approach will actually solve the problem and achieve the results you want. Explain how you know the target audience will, in fact, benefit from your project.
OUTCOMES	
What measurable outcomes will be achieved during the grant period (i.e. short-term outcomes)?	What are the first steps in seeing the changes you want to see towards meeting your goal(s)?
What are the measurable long-term outcomes of this project?	What is the expected result/changes as your product(s) is used on a consistent basis beyond your initial project period
How are you going to measure outcomes?	How do you plan to measure your outcomes?

OUTCOMES
*"What will **change** about the situation as a result of your project?"*

Clarification on Outputs vs. Outcomes

Outcomes are the measurable results of activities associated with change in learning, condition, or action.

- **Outputs** are the direct and measurable **products** of a project's activities; they are often expressed in terms of volume or units delivered.

- **Outcomes** are the **results** or **impact** of the activities. They are directly related to, or feed, accomplishment of the broad goal you stated earlier. Outcomes often represent the results of multiple outputs; each outcome usually corresponds to one or more outputs.

  o Target audience outcomes can be changes in:

    ▪ Learning (new knowledge, increased skill…)
    ▪ Condition (economic, working conditions…)
    ▪ Action (Changed decisions, modified practice or behavior…)

  o Outcomes, expressed as some form of change, are:

    ▪ The *results* or *impacts* that occur because of program activities
    ▪ *Within the scope* of the program's control and timeframe
    ▪ Accepted as *valid* by stakeholders or beneficiaries of the project
    ▪ Phrased in terms of *change*
    ▪ *Measurable* indicators of project success

Short Term Outcomes First step toward change	**Intermediate Outcomes** Can't happen without the short-term outcomes	**Long Term Outcomes** Short/intermediate outcomes
Such as: • New knowledge • Increased skills • Changed attitudes	*Are often:* • Modified behaviors • Changed practices • Changed decisions	*For example:* • Number of workers suffering from specific types of injuries, illnesses, or fatalities • Claims costs • Exposure to workplace hazards

ADDITIONAL INFORMATION	
Investment: Will your project, or any part of it, be possible without investment from this source?	
Information Sharing: During the project, how do you expect your target audience to know about and use the products you develop?	What activities or plans do you have to ensure that your target audience will know about your activities and use the products produced.
How will you get your product or product information out to the general public, other than the SHIP website?	How will you market your project/products to your target audience? What are your plans for ensuring ongoing

	availability of the products produced as a result of this project?
Statewide Benefits: How might your project benefit other Washington businesses and workers?	Self-explanatory
Brief description of Organization(s) achievements:	Self-explanatory

CERTIFICATIONS AND ASSURANCES

The application must be signed by all individuals who are party to this application including joint applicants and subcontractors.

> **IMPORTANT:**
>
> The following does not replace the directions provided for any section in the application instructions.
>
> This guidance is intended for individuals who have little or no project planning experience. It presents one possible way to organize and develop the project details you will need to fill out the application and carry out your project. It provides general guidance, so it may not be useful for highly complex projects.

IDENTIFY THE PROBLEM AND YOUR SOLUTION

Before you can plan, you'll need to identify the following:

1. A problem - - something lacking a (a gap) in occupational safety and health that needs to be addressed.

2. Your proposed solution - - a project that should fill the gap identified

Gap or Problem

GOAL
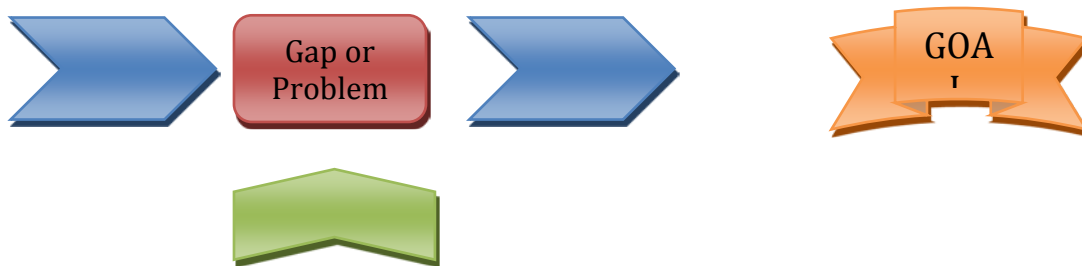
IDENTIFYING THE STEPS THAT WILL HELP YOU ARRIVE AT THE SOLUTION

Once you've identified your solution, the SHIP application requires you to provide detail about what needs to be done to build your project. This part of your planning will require some time and progressive approach to get down to the level of detail that creates a **useful roadmap** for project application and implementation.

Start by identifying the main steps (called objectives) needed to create your solution. What needs to be done first? Next? And so forth.

Solution

Objective 1   Objective 2   Objective 3

DETERMINE THE TASKS THAT WILL PRODUCE YOUR OBJECTIVES

For **each** objective, list the TASKS (or activities) that need to be accomplished.

Within each objective, arrange the tasks in the order in which they will need to be done. Some tasks may need to be done before others. Some may need to be grouped and worked at the same time by different individuals. Some tasks may need to be divided further into distinct subtasks, and so forth. Detail is important. If you don't identify all tasks and subtasks, you may not be able to create a realistic timeline and budget for your project.

You may want to show your task outline to someone for feedback to make sure you haven't left anything out.

EXAMPLE:
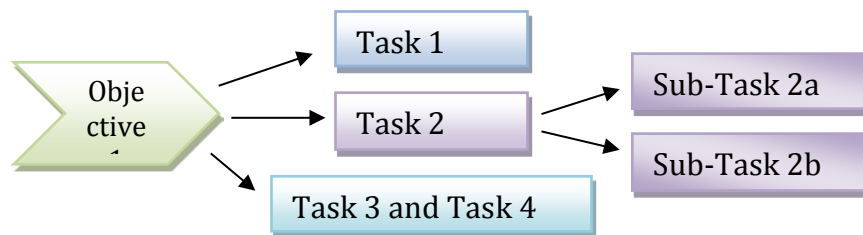
When you are satisfied that you've identified all that needs to get done, follow the guidance below to develop a realistic timeline for your project.

 Brainstorming:

Brainstorming is another method that helps you develop and organize details for your project planning. Start by listing any and all tasks needed to get each objective. When your list starts to get long, you can begin grouping any tasks that are related into "objective" groups. As "objective" groups start to become more defined, think about the relationship between the groups. For example, decide whether some activities should be done before others. Also look at the tasks in each activity group and decide which tasks come before others. Consider if some tasks haven't been listed and add them to the right activity group. Be sure that each activity ties to a specific project objective.

Tips for Developing a Realistic Project Timeline

Once you have determined **what** your objectives are and developed a detailed list of tasks, and (possibly) subtasks, you can start estimating how much time each task and subtasks will take to complete.

- Determine **when** these activities need to happen, whether some can be done concurrently or whether they need to be completed consecutively, in what order, and by **whom**.
- Ask identified individuals who will be completing the work (or those familiar with the type to be done if specific individuals have not yet been identified) to provide feedback on the timeframes to make sure they are reasonable.
- Check for any foreseeable schedule impacts, such as vacations or other projects' deadlines. If you think there may be other lurking issues that could significantly jeopardize the timeframe, consider adding extra time, if this could mitigate the issue.

Once all task timeframes are determined, pick the tasks that are key to driving the project timeline and add the expected durations to estimate the total number, in months or weeks, for the project. Start to outline your project timeline, based on this total. Put off using actual dates in the timeline until you know f your project has been awarded a SHIP grant.

Note: The SHIP application doesn't require that you list every task and subtask needed to accomplish your project objective, but you should be prepared to include KEY tasks (activities) in the Schedules and Deliverables section of the Project Description and Work Plan (PDWP) portion of the SHIP application. On your timeline you will need to identify points where you will produce outputs (products) and points at which outcomes will be identifiable.

APPENDIX

APPLICATION CHECKLIST

Planning:
- ☐ Have you considered a variety of perspectives?
  - o It's a good idea to get feedback from colleagues and stakeholders on your proposed project.

Does your project focus on the development of products that:
- ☐ Contribute to increased occupational safety and health practices and behaviors in Washington State that:
  - o Can be disseminated and shared
  - o Can be replicated either in process or use of outputs

If your project plan includes developing or delivering training – be prepared to provide written guidance at the completion of your project that will facilitate others interested in replicating what you've done.

After completing the application:
- ☐ Check your math. Totals for the amount requested form SHIP must match on the application, milestone totals, and itemized budget, and 6a on the cover sheet.

- ☐ Have all parties signed the application?
  - o All partners collaborators (for educational institutions or third party trainers), and subcontractors must sign the application or it is not complete.

- ☐ Have you included an electronic copy of your application?

- ☐ Have you included all required resumes?

- ☐ Include letters of support as a good way to show support and interest within your target audience/industry for your project.

Once you PDWP is complete, take time to review your work

Consider the following questions:

- ☐ Does your organization have adequate resources to implement the activities and achieve the desired outcomes? If you need further resources, is that reflected in your PDWP?

- ☐ Have you included all the activities needed to implement your program and achieve expected outcomes? Would the activities list enable someone who is unfamiliar with your project to fully understand its scope?

- ☐ Have you expressed your outcomes in terms of change? Have you identified who/what will experience that change, over what time period, and how it will be measured?

- ☐ Do activities, outputs, and short and long term outcomes relate to each other logically (the "if-then" relationship)?

- ☐ Does your PDWP clearly identify the scope of your program's influence?