



This Project is funded by
the European Union



This Project is implemented by
the International Labour Organization

**EU-ILO Project
ENHANCING THE LABOUR ADMINISTRATION CAPACITY
TO IMPROVE WORKING CONDITIONS AND TACKLE UNDECLARED WORK**

State Labour Service Inspection Activity Strategic Plan

Training workshop

24-25 September 2019

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2. The Portuguese labour inspection planning system	10
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← ПРОЕКТ ФІНАНСУЄТЬСЯ ЄВРОПЕЙСЬКИМ СОЮЗОМ

EU-ILO Project



Проект виконується
Міжнародною організацією праці

«Enhancing the labour administration capacity
to improve working conditions and tackle undeclared work»

SLS Inspection Activity Strategic Plan Workshop Objectives and Expected Results

Training workshop | 24-25 September 2019

Антоніу Сантуш / António Santos
Менеджер проекту / Project manager

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Content

Objectives

Expected results

Work plan

Objectives



Expected results

1

- Understand the need for formulating and implementing a labour inspection activity strategic plan

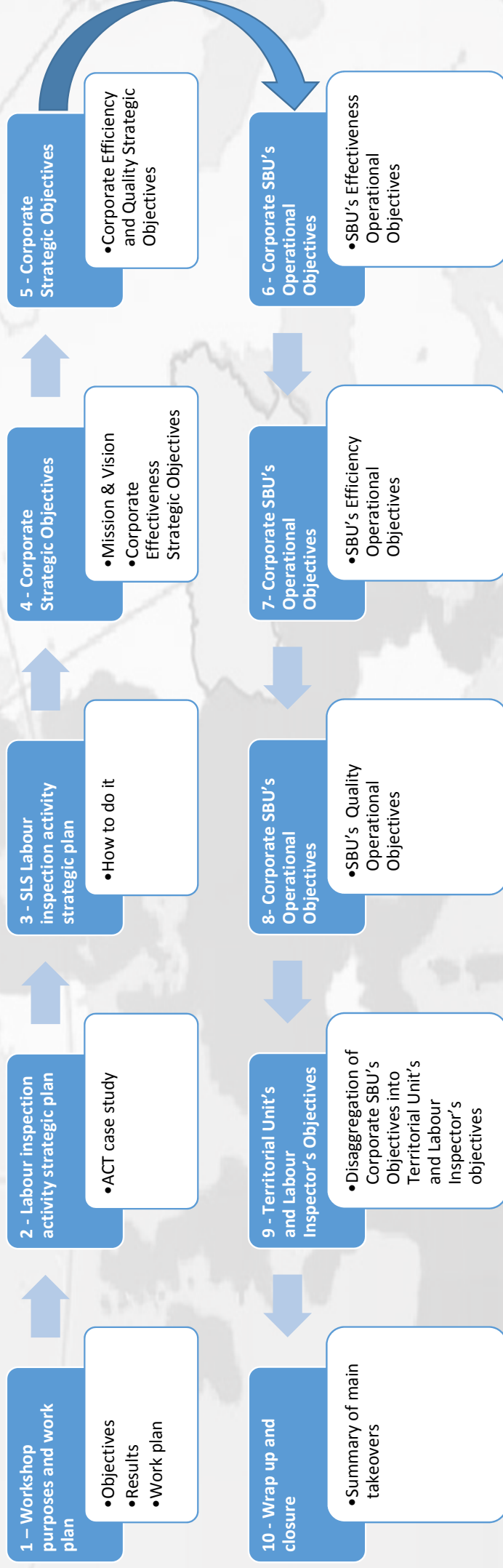
2

- Learn how to formulate a strategic plan for labour inspection activity

3

- Clarify the mission and vision of SLS
- Establish corporate strategic objectives for labour inspection activity
- Define operational objectives for corporate SBU's
- Learn how to disaggregate corporate SBU's operational objectives into territorial unit's objectives and labour inspector's objectives

Work plan





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The Portuguese labour inspection planning system

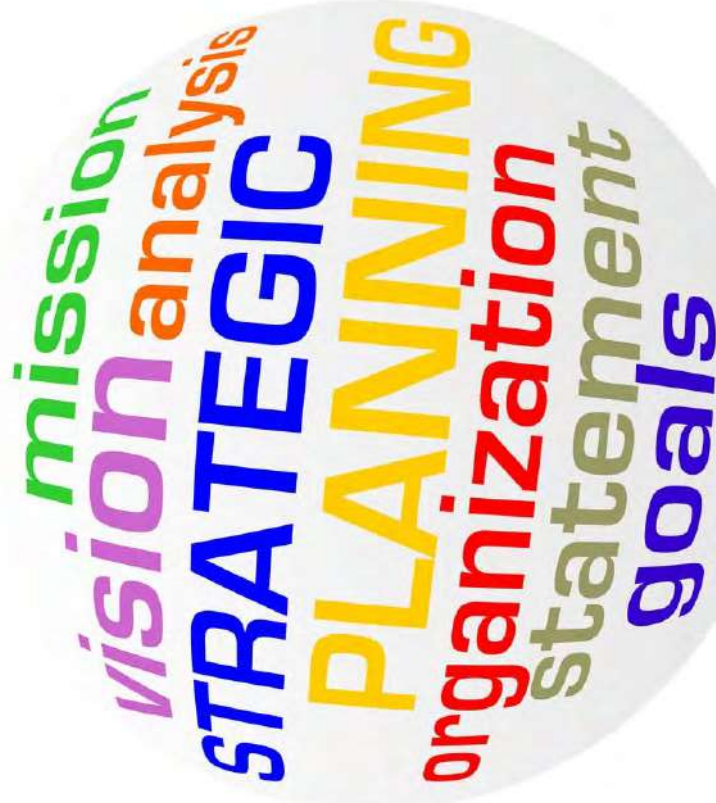
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Content

1. Introduction;
2. Mission & Vision;
3. Assignment / mission letter and objectives;
4. QUAR – framework of evaluation and accountability;
5. Planning the implementation – programming activities and projects;
6. Unfold the objectives;
7. Evaluation of ACT and labour inspectors.



mission
analysis
STRATEGIC
PLANNING
organization
statement
goals

1. Introduction

Strategic management is a dynamic and continuous process that, based on strategic thinking of the members of the organization - taking into account internal and external analysis - formulates strategy, sets goals, defines how they should be attained, implements the measures to achieve them and monitors the performance.



1. Introduction



The resources are always limited.

Strategic planning allows us to optimize the human and material resources - by promoting efficiency and effectiveness - to achieve goals.

Effectiveness - Measuring the degree of achievement of objectives.

Efficiency - Measurement of the level of use of resources to achieve the goals.

So, it is necessary to develop a strategy and implement it.

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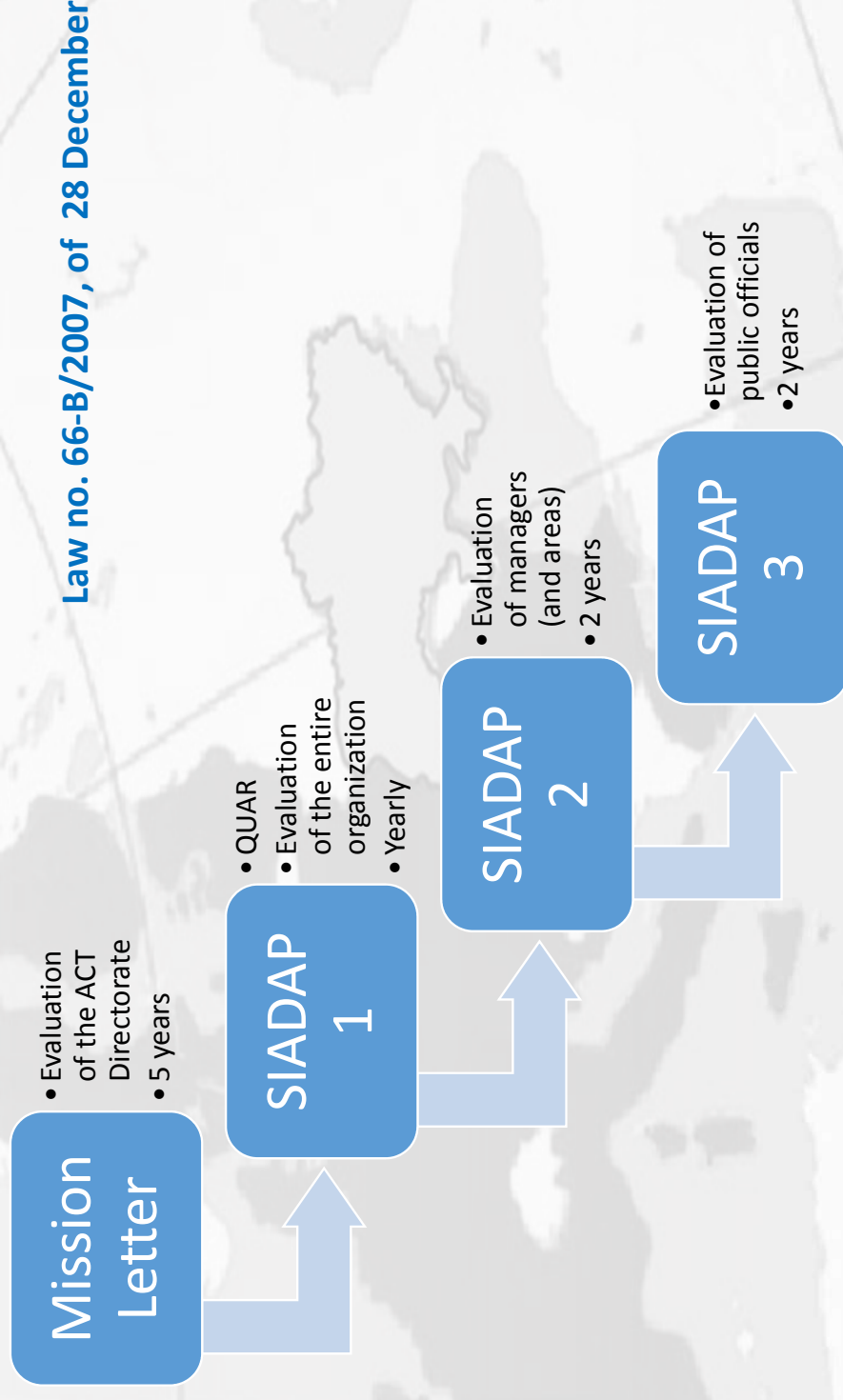
1. Introduction

The easiest way to define a strategic plan is to answer to 4 simple questions:

- Where are we?
- Where do we want to go?
- How to get there?
- How do we know that we arrived?



1. Introduction



SIADAP - Integrated Management and Performance Assessment System in Public Administration

QUAR – Evaluation and Accountability Framework www.ilo.org/UkraineEUProject

2. Mission & Vision

Mission is the purpose or the reason for the existence of an organization, and gives direction and meaning to its existence.

The strategy is aimed at ensure the accomplishment of the organization's mission (materializing it) with the utmost effectiveness and efficiency.

The mission of the Authority for the Working Conditions (ACT) is “To promote the improvement of working conditions”.



2. Mission & Vision

Vision is a clear and comprehensive ‘snapshot’ of the organization at same point in the future. It describes:

- **what** the organization needs to be like to be successful in the future.
- **what** the organization is trying to achieve in the future.

It is the beginning and the end result of the Strategic Planning Process.

The Vision of the Authority for the Working Conditions (ACT) is “Consolidation of the ACT as a public entity of reference in civil society and in the world of work, in promoting equal opportunities, sustainable development and improving the level of safety, health and welfare in the work of citizens”.



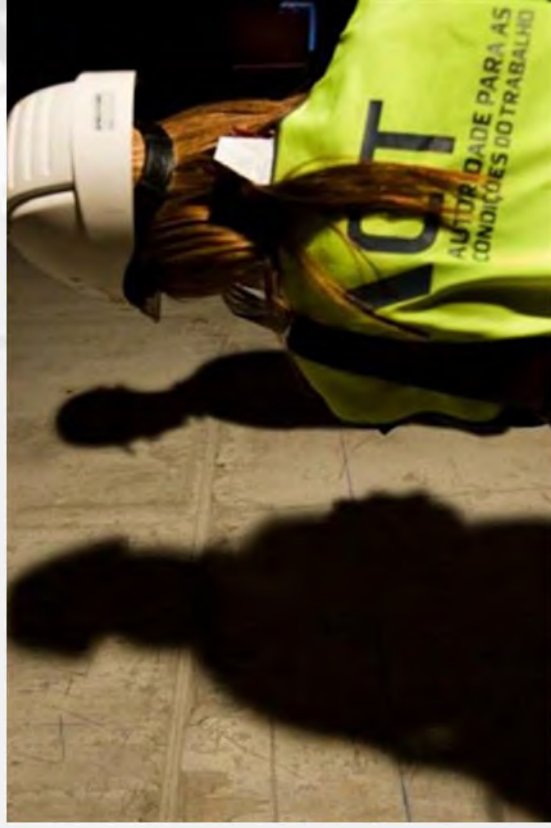
3. Mission letter and objectives

Mission letter:

- Document handed over by the government to Inspector General and Deputy Inspector General to sign (as a pre requirement for taking office and as the basis for performance assessment).
- Contains: Mission, main services provided, strategic priorities, objectives to be achieved and necessary resources.
- It covers the duration of the Inspector General and its deputies commission (5 years).



3. Mission letter and objectives



On the basis of the mission letter, ACT Directorate lays down the specific objectives for each year, following an internal and external analysis process, including:

- The social partners (within ACT's Advisory Committee);
- The organization and their middle managers;
- The officials below middle managers;
- Work accident and occupational diseases statistics;
- The report of activities of the previous year;
- Various national and international strategies, plans and reference documents on Labour Relations and OSH, from EU, ILO and government.

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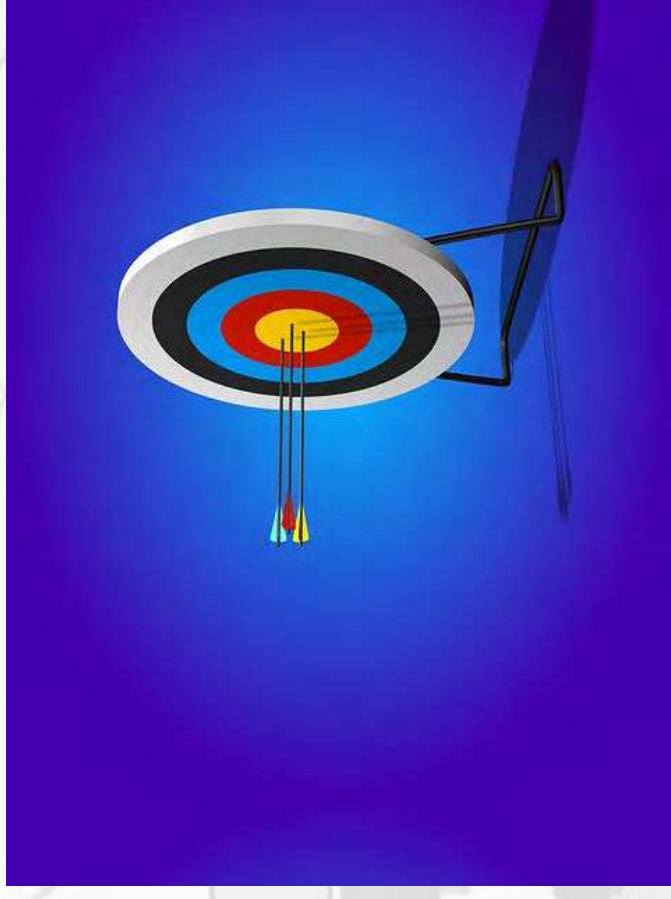
3. Mission letter and objectives

The evaluation cycle of the ACT Directorate (Inspector-General and 2 Deputies) is 5 years – Mission letter;

The evaluation cycle of the organization is 1 year (through QUAR);

The evaluation cycle of the middle management and all the civil servants is 2 years (through evaluation forms).

Therefore, the objectives for labour inspectors are established also for 2 years.



4. QUAR- Evaluation and Accountability Framework

The performance evaluation of each organization is based on the QUAR, which must have:

- The mission;
- Multi-year strategic objectives determined in the mission letter;
- The objectives set for each year;
- Performance indicators and their sources of verification;
- The means available (briefly referred);
- The degree of achievement of the results obtained in pursuit of the objectives;
- Identification of gaps and their causes;
- The final evaluation of the performance of the organization.

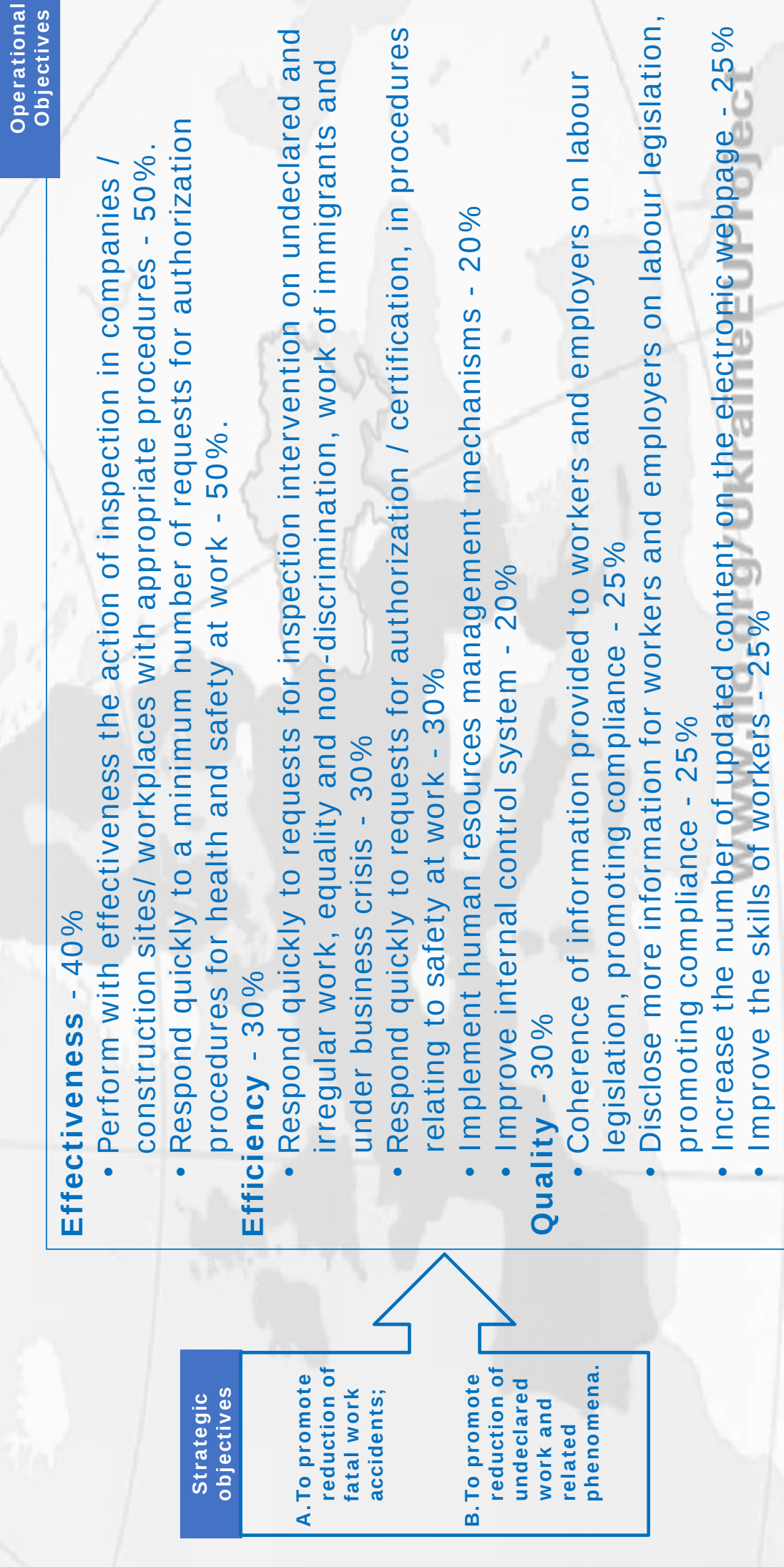
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4. QUAR- Evaluation and Accountability Framework

1. **Strategic objectives** are set - taking into account: mission, vision and context of the organization;
2. Strategic objectives are broken down into **operational objectives**.
3. **Operational objectives** are defined in terms of:
 - **Effectiveness** objectives;
 - **Efficiency** objectives; and
 - **Quality** objectives.



4. QUAR- Evaluation and Accountability Framework



4. QUAR- Evaluation and Accountability Framework

ASSESSMENT AND ACCOUNTABILITY TABLE

Last updated on:

Service: AUTHORITY FOR WORKING CONDITIONS

Mission: Promotion of the improvement of working conditions, through the monitoring of compliance with labour standards and monitoring compliance with occupational health and safety legislation, as well as the promotion of policies to prevent occupational risks in the field of labour relations of the private sector.

Strategic goals (SG):

SG 1 Promote the reduction of occupational accidents

OE 2 Strengthen the monitoring of business crises

Operational Goals

EFFECTIVENESS 40%									
OB 1 Effectively perform inspections in companies/construction sites/workplaces with the appropriate procedures	Ind 1	20% Weighting	No. of inspections carried out in companies/construction sites/workplaces						
	Weight	100%							
	Ind 2	20% Weighting	No. of internal audits conducted						
	Weight	100%							
	Ind 3	20% Weighting	Implementation of the application						
	Weight	100%							
	Ind 4	20% Weighting	No. of centralised services with full description of roles						
	Weight	100%							
OB 5 Respond effectively to requests in processes of authorisation/certification for occupational safety areas	Ind 5	20% Weighting	Response rate to applications for certification of Occupational Safety Technicians and Senior Occupational Safety Technicians						
	Weight	50%							
	Ind 6	20% Weighting	Response rate to applications for authorisation for activities performed by employer or designated employee						
	Weight	20%							
	Ind 7	20% Weighting	Response rate to applications for authorisation/ amendment to occupational safety services						
	Weight	20%							
	Ind 8	20% Weighting	Response rate to applications for certification of training entities						
	Weight	10%							
OB 6		33.3% Weighting							
EFFICIENCY 30%									

5. Planning the implementation – Programming activities and projects

The planning also involves programming the implementation:

1. Organizing and allocating the necessary resources and time;
2. Programming the activities and projects.



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5. Planning the implementation – Programming activities and projects



Strategic &
Operational
Objectives



Activities/Action
Plan / Programmes



Projects / Activities



Activity sheets and
evaluation forms



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6. Unfold the objectives



- We have operational objectives, which have specific indicators;
- We have numbers that must be respected and, if possible, exceeded;
- We know which sectors and priority areas of intervention;
- We already know which organizational units should contribute to each goal.

It is, then, necessary to think about projects / activities that make possible to reach the objectives.

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6. Unfold the objectives

Relationship between projects and operational objectives

PROJECTS	QUAR - Operational Goals										
	1	2	3	4	5	6	7	8	9	10	11
P 38 Monitoring business crisis situations, ensuring greater efficiency of ACT in response to requests and/or complaints											
P 39 Transnational mobility of workers											
P 40 Protection of collective representation rights											
P 41 Inspections of temporary or mobile construction sites											
P 42 Promotion of the rights of vulnerable groups: A) Equality and non-discrimination in access to employment and at work; B) Prevention of particularly serious conditions and flagging evidence of trafficking in human beings for labour exploitation											
P 46 Inspections to combat undeclared work											
P 47 Employment market intermediation/private employment placement agencies											

6. Unfold the objectives

PROJECT	INDICATORS	SOURCE OF DATA	WEIGHTING OF INDICATOR	TARGETS		
				1st HALF	2nd HALF	ANNUAL TARGET
P 36 National campaign in the professional driving sector	No. of dissemination media	DSAAI	50%	1	1	2
	No. of driving days checked	SINAI	50%	100,000	150,000	250,000
P 37 Labour offences	No. of dissemination initiatives	DSAAI	100%	1	1	2
P 38 Monitoring business crisis situations, ensuring greater efficiency of ACT in response to requests and/or complaints	(No. of replies/ No. of intervention requests) x100	SINAI	100%	40%	90%	90%
P 39 Transnational mobility of workers	No. of visits	SINAI	100%	40	40	80
P 40 Protection of collective representation rights	(No. of replies/ No. of intervention requests) x100	SINAI	100%	40%	90%	90%
P 41 Inspections of temporary or mobile construction sites	No. of construction sites	SINAI	100%	1,000	1,000	2,000
P 42 Promotion of the rights of vulnerable groups: A) Equality and non-discrimination in access to employment and at work; B) Prevention of particularly serious conditions and flagging evidence of trafficking in human beings for labour exploitation	No. of training courses	SINAI/DSAAI	50%	A) -	A) -	-
				B) -	B) 2	2
	No. of visits	SINAI	50%	A) 65	A) 65	130
P 43 Campaign for the improvement of working conditions in the fishing industry	No. of dissemination initiatives	SINAI	100%	15	5	20
	No. of visits	SINAI	100%	30	10	40

6. Unfold the objectives

ACT >>>>>>> 2015

ACTIVITIES PLAN

PROJECT FILE

IDENTIFICATION

Title:
Inspections to combat Undeclared Work

Manager:
DSAAI

Cost centre:
2965150000

Project Code:
P 46

IMPLEMENTATION DATE

Start:
January

Conclusion:
December

GOALS

Detect and combat work that is fully and partially undeclared, promoting the transformation of undeclared work into regular employment. Promote a culture of compliance with reporting obligations in labour matters

PROGRAMME

Regulation of working conditions

ACTIVITY SECTOR

All activity sectors

TARGETS

Employees and their representatives, employers and their representatives, beneficiaries of the work and service providers; citizens in general and students

GEOGRAPHICAL SCOPE

National

RESOURCES

Human Resources: DSAAI, DSAG, GT, DECENTRALISED SERVICES, SOCIAL AND INSTITUTIONAL PARTNERS
Financial Resources:

Other relevant resources: Inspection guide, verification instruments, cooperation agreements, technical documents and guidelines.

CALENDAR OF ACTIVITIES

JAN

FEB

MAR

APR

MAY

JUN

JUL

AUG

SEP

OCT

NOV

DEC

Carry out inspections to combat Undeclared Work

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Combat undeclared work in unlicensed transport activities

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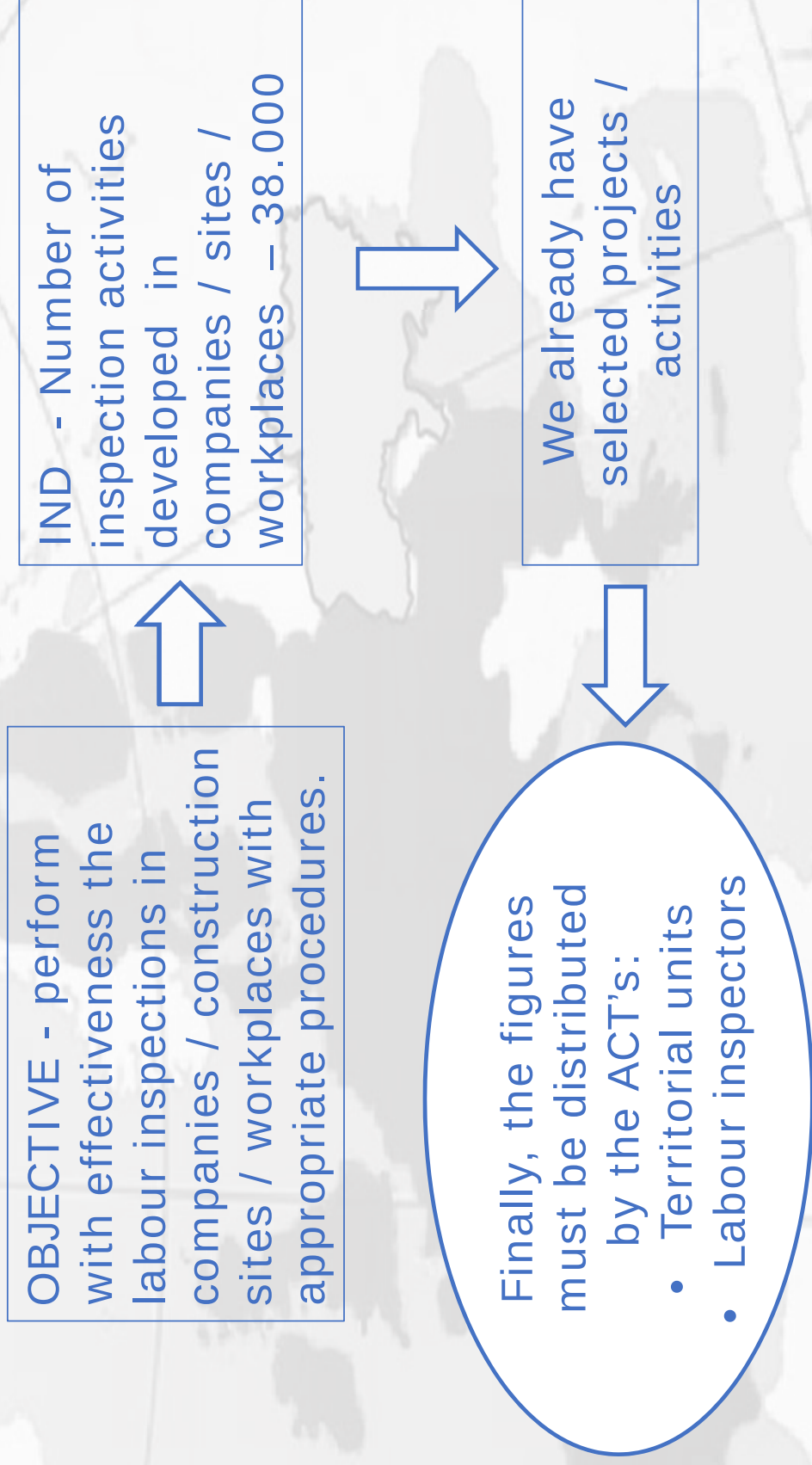
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COMMENTS

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6. Unfold the objectives

6. Unfold the objectives



6. Unfold the objectives

Territorial Unit	Indicator 1 LR	Indicator 2 OSH	Indicator 3 Campaign.	Indicator 4 Civ. Constr.	Indicator 5 Transp.	Indicator 6 Informat.	Indicator 7 Process. Sanctions
CL Pen. Setúbal	696	696	62	93	15.464	21.600	675
CL Baixo Vouga	1.005	1.005	89	134	22.337	31.200	975
CL Barreiro	309	309	27	41	6.873	9.600	300
UL Lit Baixo Alentejo	619	619	55	82	13.746	19.200	600
UL Braga	1.082	1.082	96	144	24.055	33.600	1050

7. Evaluation of ACT and labour inspectors

The individual evaluation (of labour inspectors and remaining staff) is based on **objectives and competences** (Top management are evaluated by QUAR and mission letter).

3-5 objectives and a **minimum of 5 competences** are set for each labour inspector

Scores for objectives:

- An objective that was supplanted - 5 points;
- An objective achieved - 3 points; and
- An objective did not reach - 1 point.

Scores for competences:

- A competence demonstrated at a high level - 5 points;
- A competence simply demonstrated - 3 points; and
- a non-existent competence - score of 1 point.

7. Evaluation of ACT and labour inspectors



Mandatory competences established for each Portuguese labour inspector include:

- Orientation towards the results;
- Orientation for the public service;
- Expertise and experience;
- Adaptation and continuous improvement;
- Responsibility and commitment to public service;
- Interpersonal relationship;
- Teamwork and cooperation.

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7. Evaluation of ACT and labour inspectors

AVALIAÇÃO DO DESEMPENHO TRABALHADORES (SIADAP 3) FICHA DE AVALIAÇÃO

MINISTÉRIO Ministério da Solidariedade, Emprego e Segurança Social

SERVIÇO Autoridade para as Condições do Trabalho

NIF 6 0 0 0 0 8 3 3 4 9

(A preencher pelo avaliador)

Avaliador MARIO RUI ALMEIDA E COSTA

Cargo Subdirector

NIF 1 3 4 9 5 0 2 9 1

Avaliado JOAO DOMINGOS MATIAS MARQUES TAVARES

Categoria / Carreira Inspector Principal

Unidade Orgânica Unidade Local de Setubal

NIF 2 0 6 4 9 4 6 8 8

Período em avaliação 01-01-2015 a 31-12-2016

1. OBJETIVOS DA UNIDADE ORGÂNICA

Descrição dos objetivos da unidade orgânica

7. Evaluation of ACT and labour inspectors

2. PARÂMETROS DA AVALIAÇÃO		(A preencher no início do período de avaliação)		(A preencher no final do período de avaliação)		
2.1 RESULTADOS		DESCRÇÃO DO OBJETIVO DETERMINAÇÃO DO(S) INDICADOR(ES) DE MEDIDA E CRITÉRIOS DE SUPERAÇÃO		AVALIAÇÃO		
				Objetivo superado (Pontuação 6)	Objetivo não atingido (Pontuação 3)	Objetivo não atingido (Pontuação 1)
Objetivo	Objetivo 1 - Promover, controlar e fiscalizar o cumprimento das normas em matéria laboral e promover a melhoria das condições de trabalho. Nota (Indicadores 1 e 2): Não são considerados procedimentos inspetivos, para este efeito, as notificações para apresentação de documentos. Para que sejam contabilizadas as ações inspetivas com informações (ainda que sem procedimentos) é necessário que as mesmas respeitem o conteúdo e estrutura do referencial da atividade inspetiva.					
Indicador de medida	Indicador 1 - Número de ações inspetivas em matéria de relações laborais desenvolvidas em empresas/locais de trabalho, com visita e procedimento inspetivo e/ou informação registada. Meta- (RL) 82 Fonte de verificação - SINAI					
Critério de superação	Supera se for >= 140% Meta (Atinge >=100% Meta e < 140% Meta)					
Indicador de medida	Indicador 2 - Número de ações inspetivas desenvolvidas em matérias de SST em empresas / locais de trabalho, com visita e procedimento inspetivo e/ou informação registada. Meta - (SST) 82 Fonte de verificação - SINAI					
Critério de superação	Supera se for >=140% Meta (Atinge >=100% Meta e < 140% Meta)					
Objetivo	Objetivo 2 - Desenvolver ações inspetivas específicas no âmbito de campanhas nacionais, bem como nos setores da construção civil e transportes rodoviários.					
Indicador de medida	Indicador 3 - Número de estabelecimentos visitados no âmbito de campanhas nacionais. Meta- (Camp.) 8 Fonte de verificação - SINAI					
Critério de superação	Supera se for >=140% (atinge se >=100% Meta e <140% Meta)					
Indicador de medida	Indicador 4 - Número de estaleiros visitados com notificação para tomada de medidas e/ou suspensões. Meta - (CC) 12 Fonte de verificação - SINAI					
Critério de superação	Supera de for >=140% (atinge se >=100% Meta e <140% Meta)					

7. Evaluation of ACT and labour inspectors

2.2 COMPETÊNCIAS (A preencher no início do período de avaliação)		(A preencher no final do período de avaliação)		
COMPETÊNCIAS ESCOLHIDAS		AVALIAÇÃO		
N.º	DESIGNAÇÃO	Competência demonstrada a um nível elevado (Pontuação 5)	Competência demonstrada (Pontuação 3)	Competência não demonstrada ou inexistente (Pontuação 1)
1	ORIENTAÇÃO PARA RESULTADOS			
2	ORIENTAÇÃO PARA O SERVIÇO PÚBLICO			
5	CONHECIMENTOS ESPECIALIZADOS E EXPERIÊNCIA			
6	ADAPTAÇÃO E MELHORIA CONTÍNUA			
7	INICIATIVA E AUTONOMIA			
10	RESPONSABILIDADE E COMPROMISSO COM O SERVIÇO:			
11	RELACIONAMENTO INTERPESSOAL:			
13	TRABALHO DE EQUIPA E COOPERAÇÃO:			

Obs: A descrição de cada competência e os comportamentos a ela associados constantes das Listas de Competências referem-se ao padrão médio exigível de desempenho
(Competência Demonstrada)

O avaliador, em 12/03/2015, Primo Rui Almeida e Costa
O avaliado, em 12/03/2015, _____

3. AVALIAÇÃO GLOBAL DO DESEMPENHO					
A		B		C(AxB)	
PARÂMETRO DA AVALIAÇÃO	PONTUAÇÃO	PONDERAÇÃO	PONTUAÇÃO PONDERADA		
AVALIAÇÃO FINAL - MENÇÃO QUALITATIVA		DESEMPENHO RELEVANTE			
		DESEMPENHO ADEQUADO			
		DESEMPENHO INADEQUADO			

4. COMUNICAÇÃO DA AVALIAÇÃO AO AVALIADO

Tomel conhecimento da avaliação em reunião de avaliação em ____ / ____ / ____

O avaliado, _____

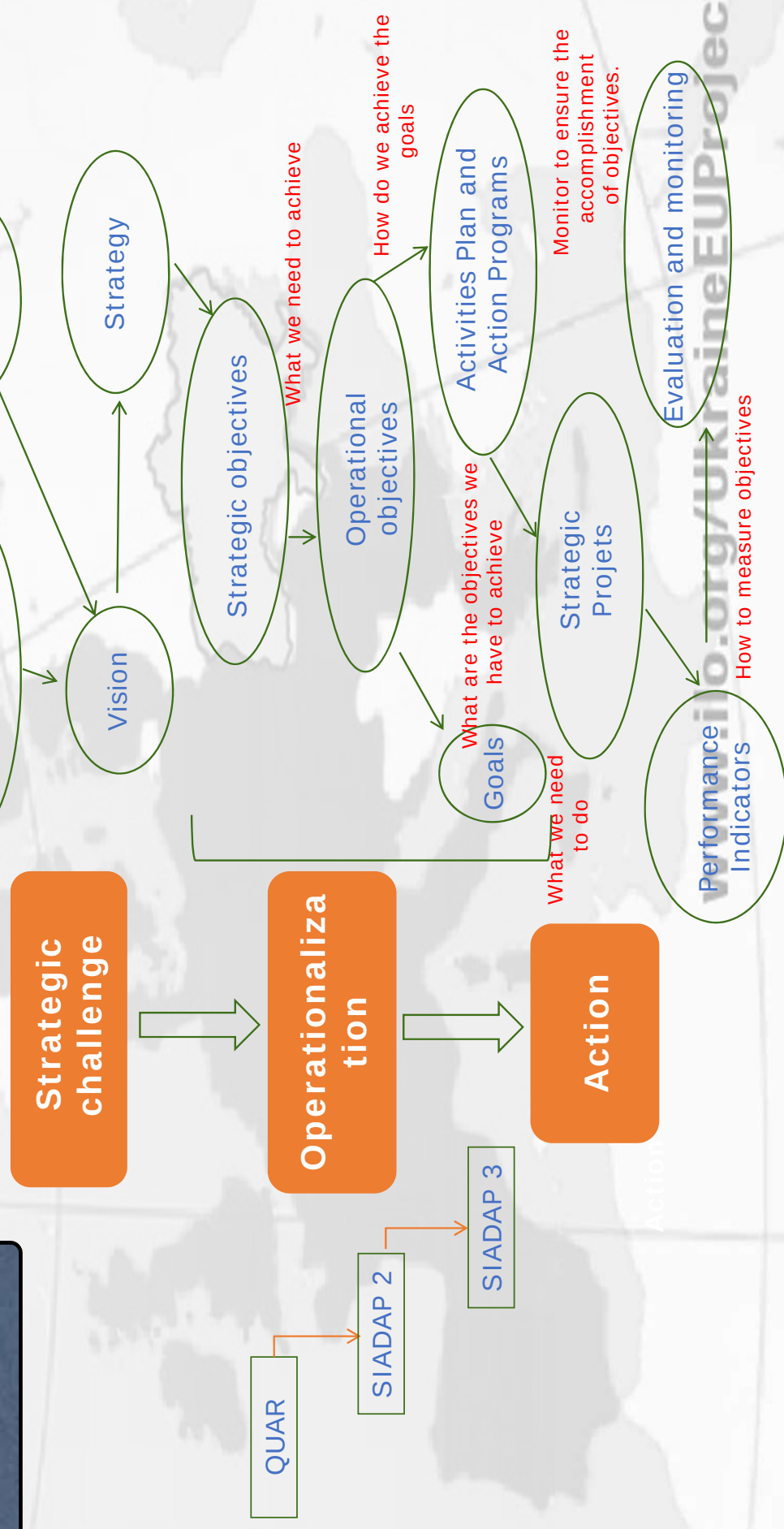
Observações: _____

7. Evaluation of ACT and labour inspectors



7. Evaluation of ACT and labour inspectors

Summary





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Content

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Strategy concept and process

2

Corporate Mission and Vision

3

Definition of priority problems / challenges (Focus)

4

Corporate Strategic Objectives

5

Corporate SBU's Operational Objectives

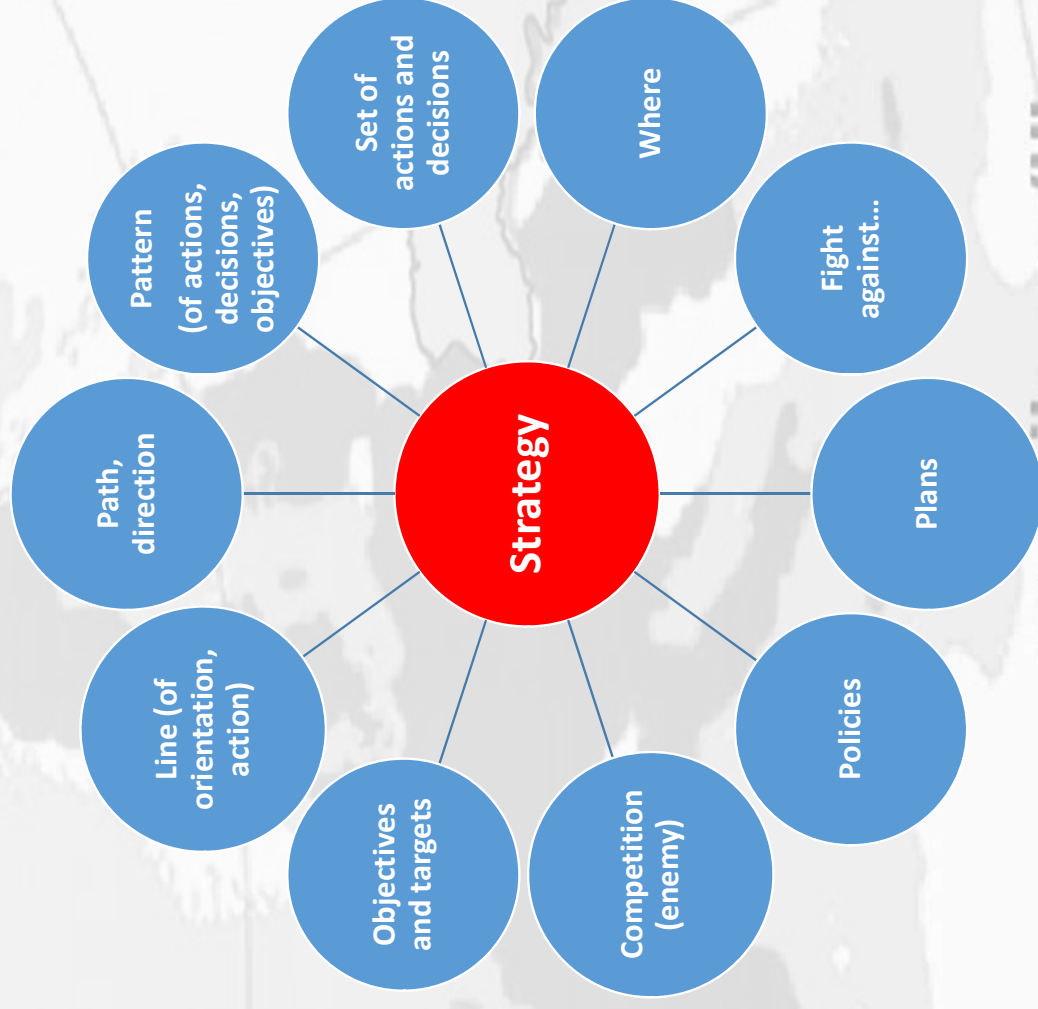
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Disaggregation of Corporate Objectives for SBUs and Staff

Strategy – some management definitions

Definitions	Authors
Determining the goals and long-term objectives of an organization and the adoption of means of action and allocation of resources needed to achieve these goals	Alfred Chandler
Pattern of decisions concerning key objectives , policies and action sequence, with high potential effects on the viability and direction of the company as a whole, or that determine its competitive positioning for a prolonged period time	James Brian Quinn
Unified, integrated and comprehensive plan , designed to ensure that the basic objectives of the organization are achieved	William Glueck
Creation of a match between the activities of the organization in search of a favorable competitive position in an industry against the forces that shape the competition and profitability in that industry	Michael Porter
Plan that brings together, in an integrated manner, the objectives , policies and actions of the Organization, aimed at creating a sustainable competitive advantage	Adriano Freire
Plan , road , path , guide or course of action for the future	Henry Mintzberg
Line of action of an organization in order to achieve their purposes	De Wit e Meyer
Pattern of objectives and major policies to achieve them, expressed so as to define what business the company is or should be in and the kind of company that it is or should be	Kenneth Andrews
The decision on where to fight the enemy (i.e., the competition)	Vasconcellos e Sá

Strategy – no consensus on the definition

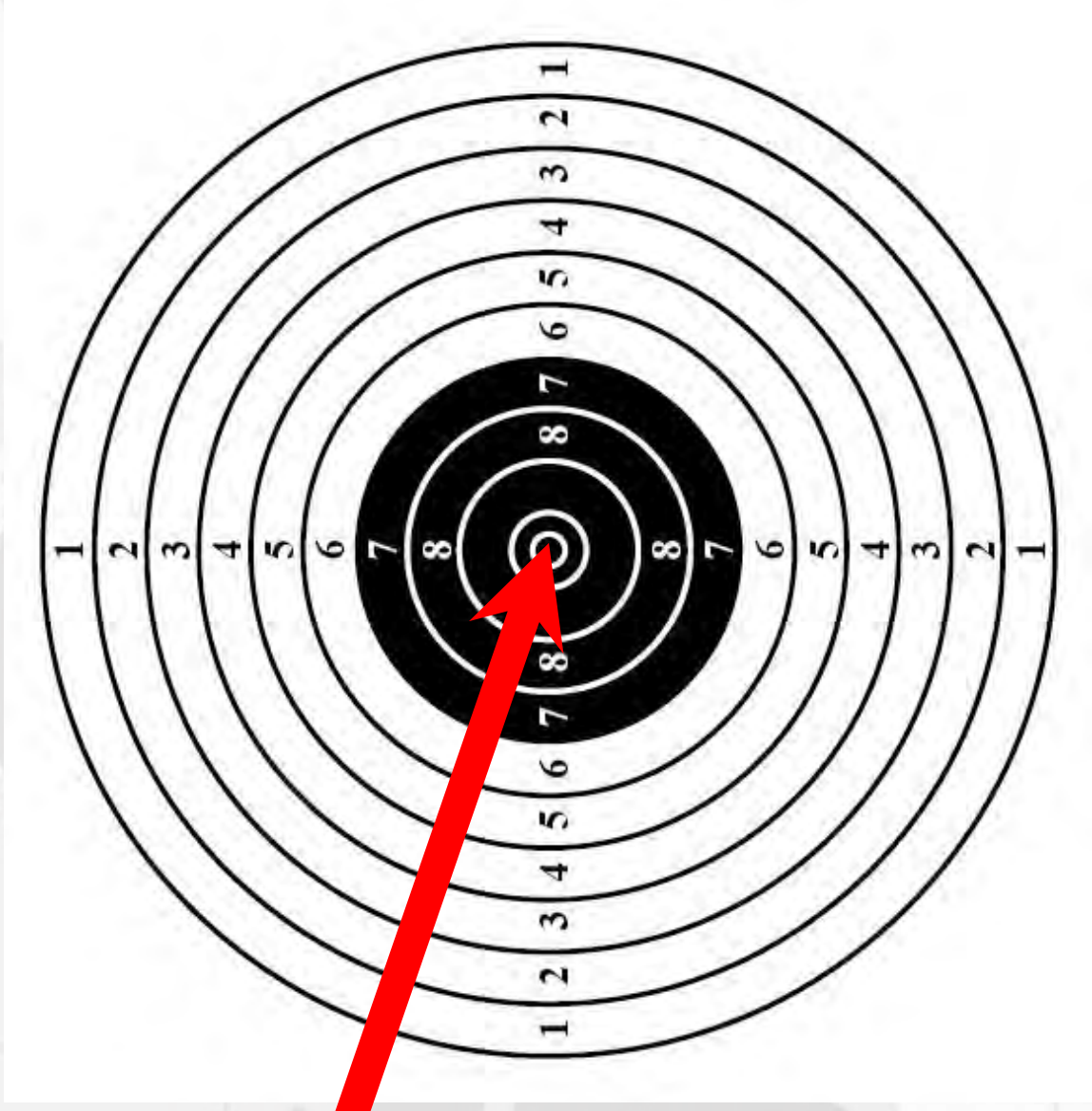


Strategy – the return to origins: military science

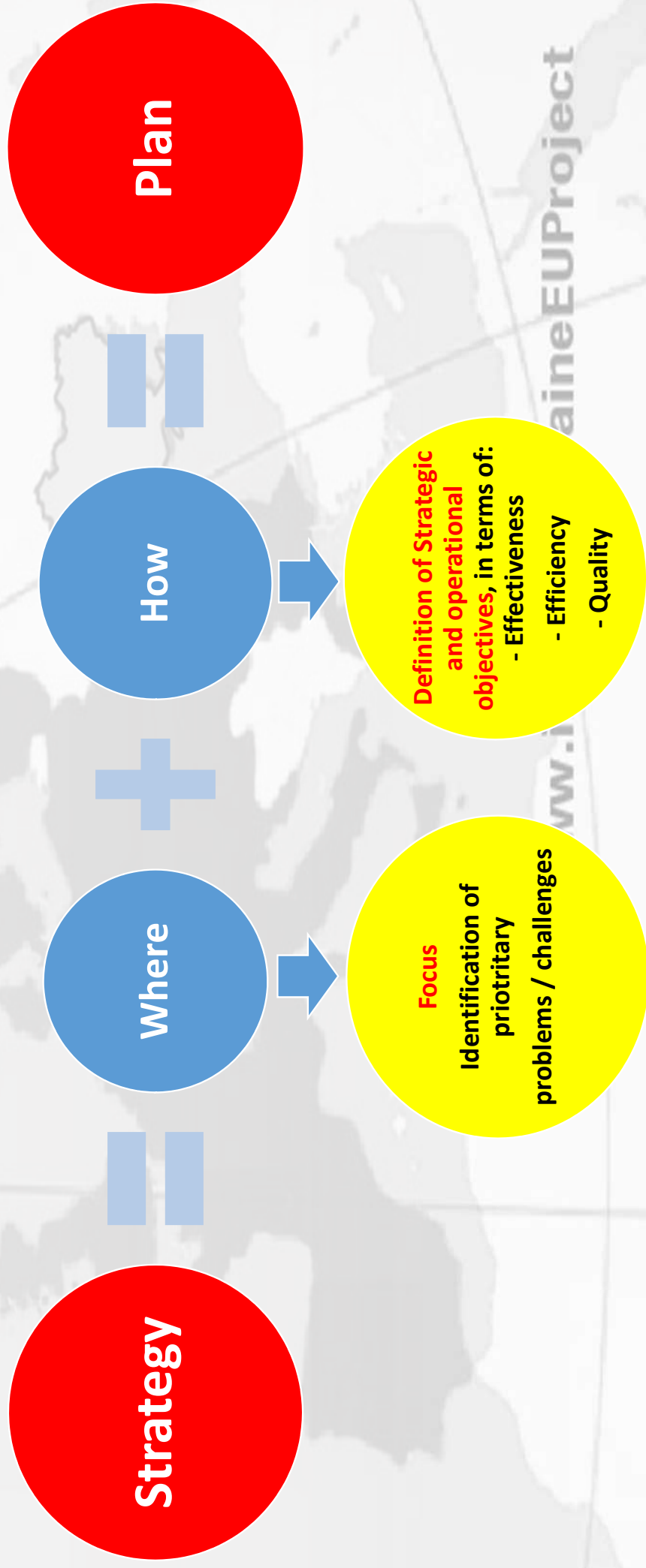
Etymologically, the word strategy derives from the Greek word *στρατηγός* (*strategos*) which means “general” or “the art of the general”

Military definitions	Author
<i>The answer to the questions “where” and “when”</i>	Attila (King of the Huns)
<i>The moment, the place and the necessary forces</i>	Carl von Clausewitz
<i>The art of distributing and applying military means as a way of achieving the ultimate policy</i>	Sir Basil Henry Liddell Hart

Strategy – Focus / Concentration of forces (resources)



Strategic Plan – a synthesis

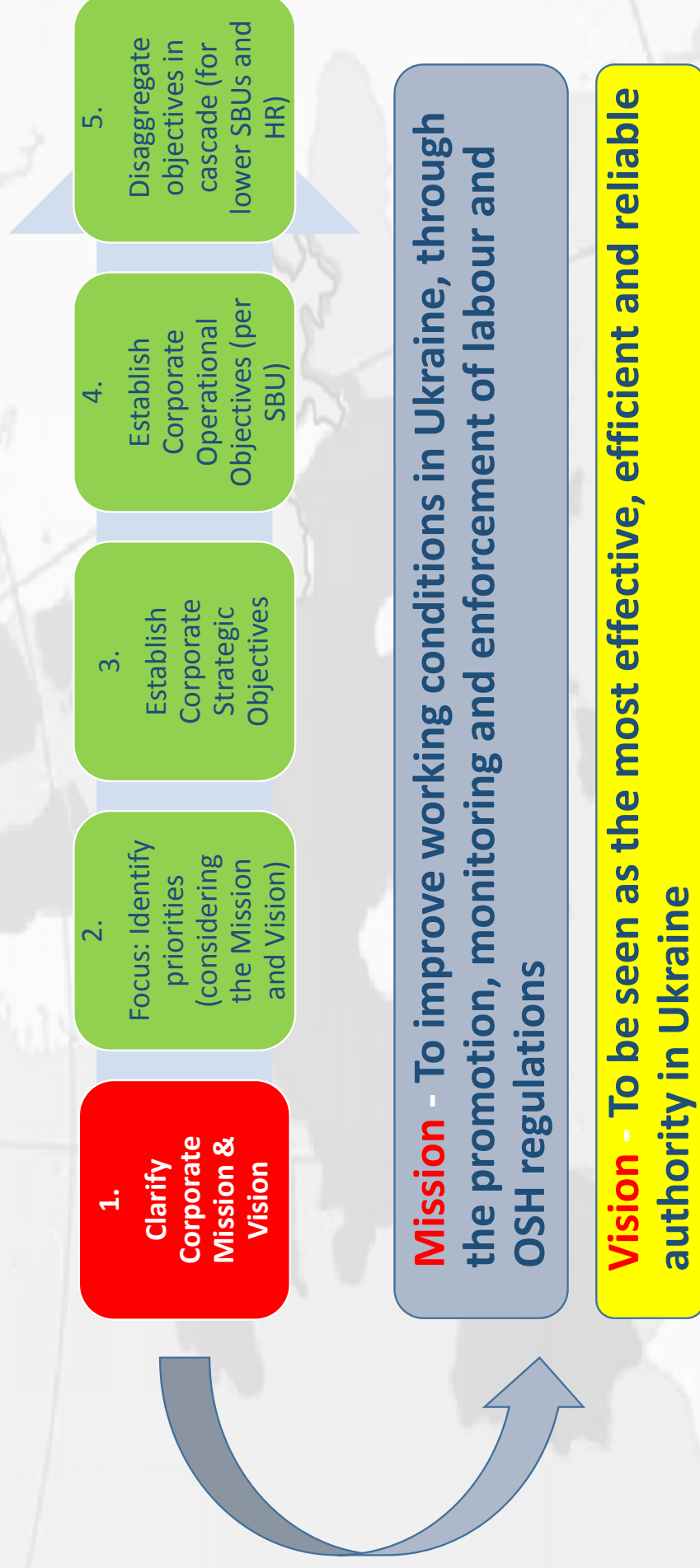


Strategy Formulation - Process



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1. Corporate Mission & Vision



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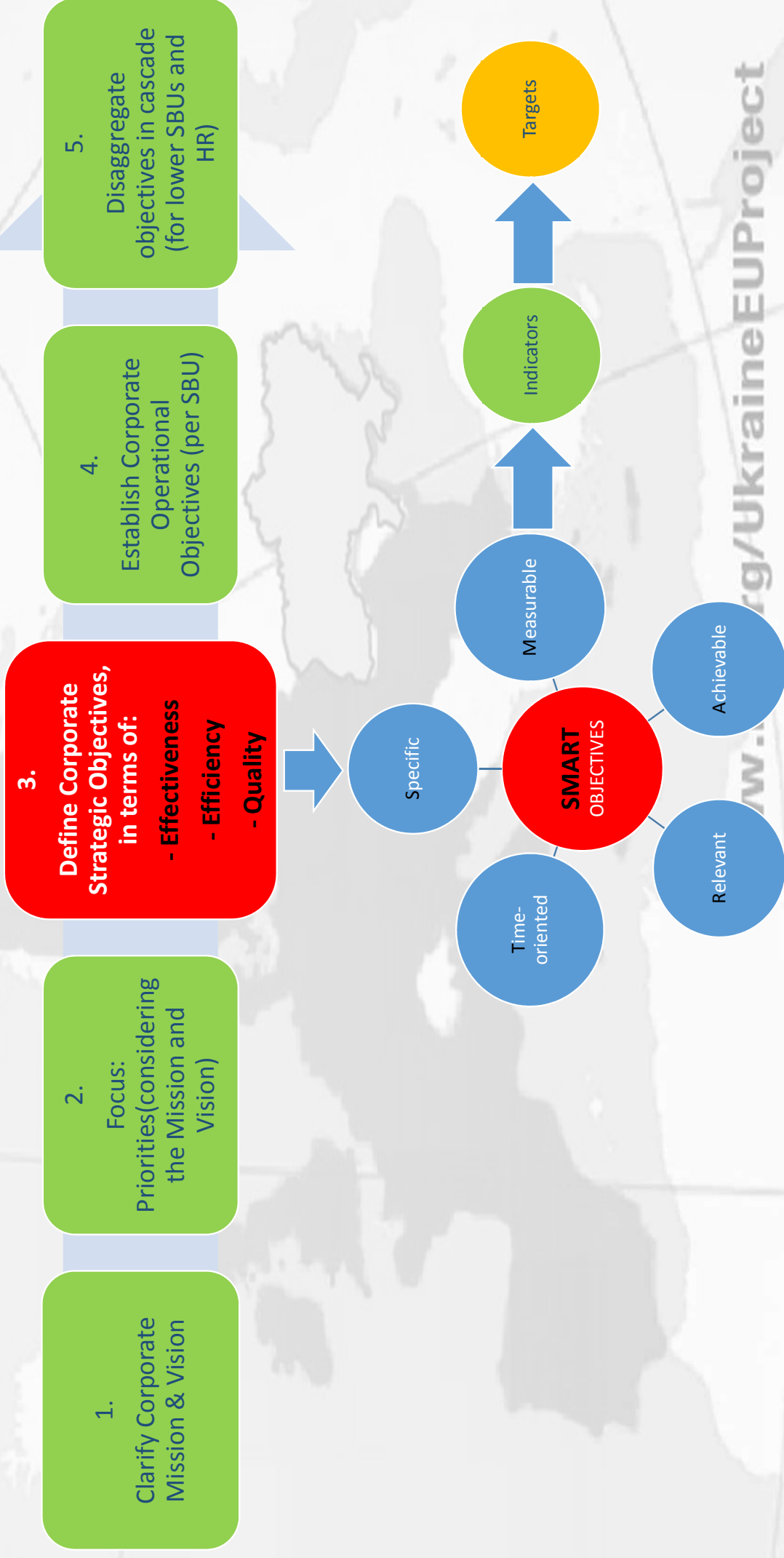
2. Focus: priorities



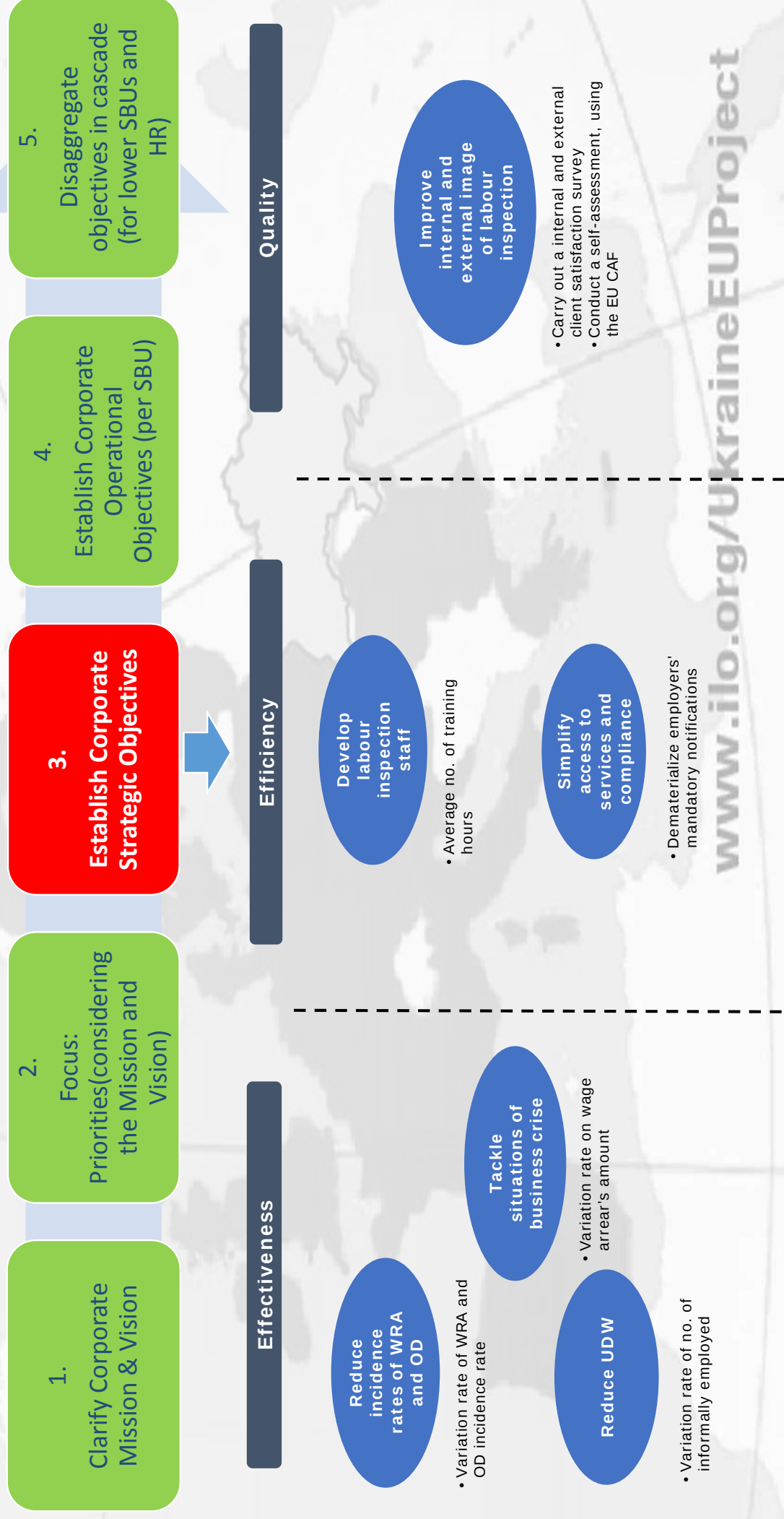
Priority Problems / Challenges:

- Work-related accidents and occupational diseases
- Business crisis situations (wage arrears)
- UDW
- Lack of training of LI
- Administrative/bureaucratic burdens
- (Labour) inspection image

3. Corporate Strategic Objectives



3. Corporate Strategic Objectives

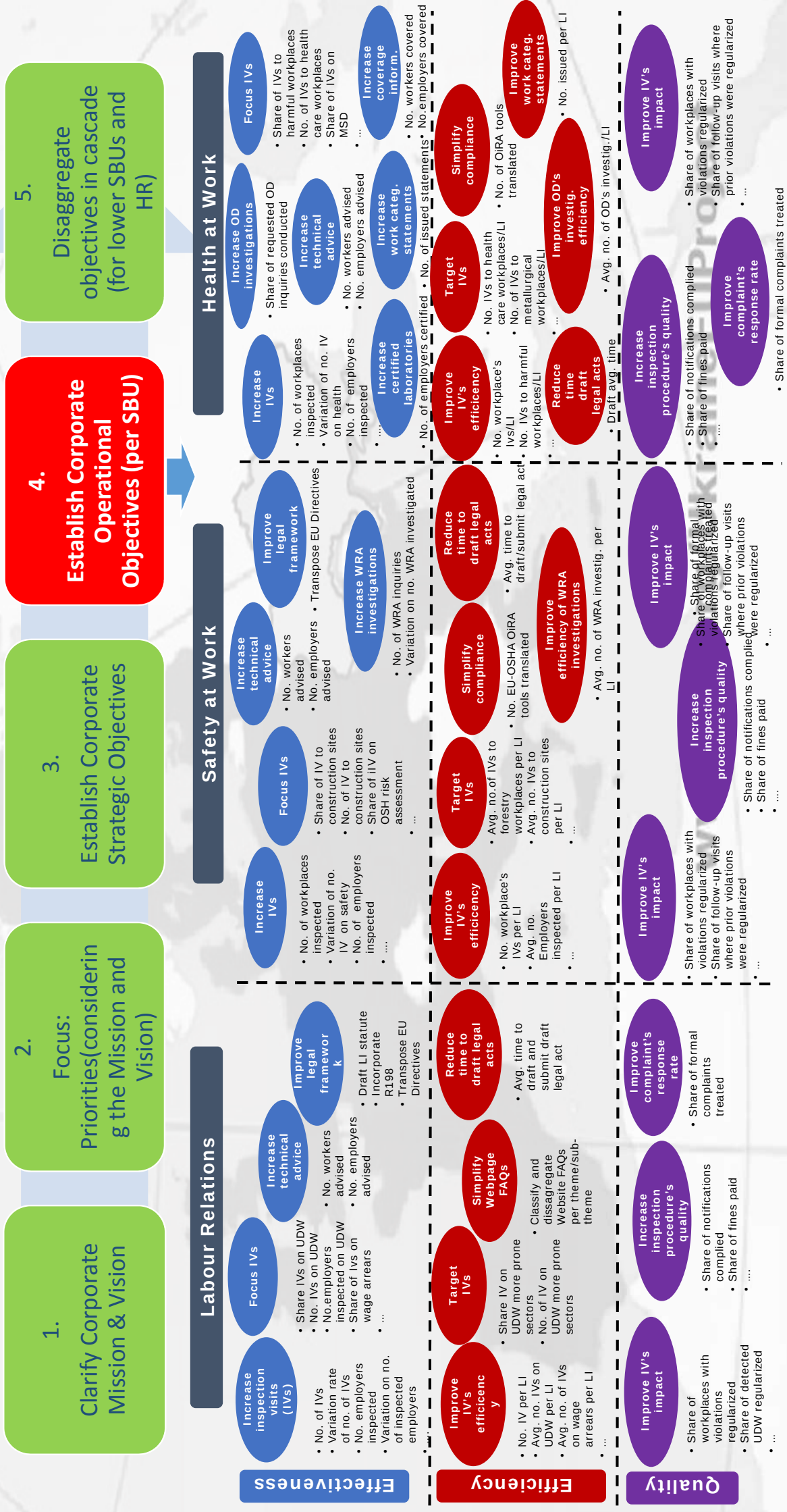


3. Corporate Strategic Objectives

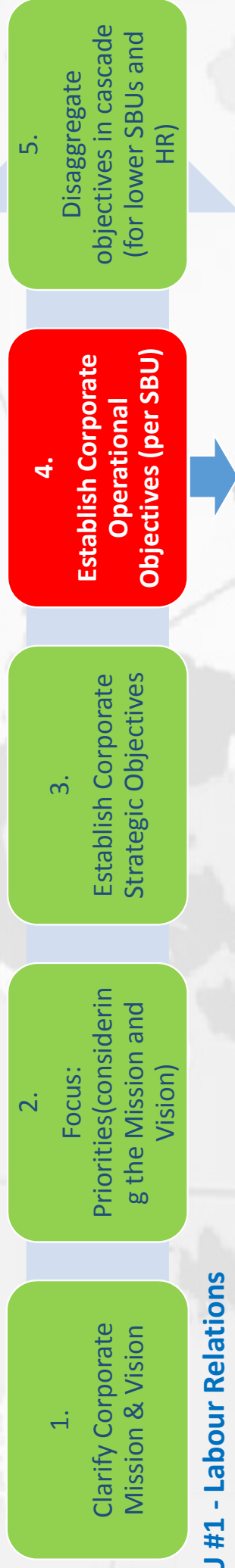


OBJECTIVE	INDICATOR	BASELINE	TARGET	SOURCE OF VERIFICATION
EFFECTIVENESS				
SO.01 - To reduce the incidence rate of Fatal Work-related Accidents and Occupational Diseases	Variation rate of the incidence rate of fatal work related accidents	10%	-10%	SLS data
SO.01 - To reduce the incidence rate of Fatal Work-related Accidents and Occupational Diseases	Variation rate of the incidence rate of confirmed occupational diseases	-6%	-10%	SLS data
SO.02 - To tackle situations of business crisis	Variation rate of the amount of wage arrears	2018: 12% [(2,645,121,000-2,368,396,000)/2,368,396,000]	-10%	SSS data
SO.03 - To reduce UDW	Variation rate of the no. of informally employed workers	2018: -4% [3541300 (2018)/3695600 (2017)]	-10%	SSS data
EFFICIENCY				
SO.04 - To develop labour inspection staff	Average no. of training hours provided to labour inspectors and support staff	?	35	SLS records
SO.05 - To simplify access to services and compliance	To dematerialize employers' mandatory notifications (e.g., work-related accidents, occupational diseases, transport equipment, explosive material, etc.) through a web-based transactional platform.		by 31/12/2020	SLS records
QUALITY				
SO.06 - To improve internal and external image of labour inspection	To carry out a internal and external client satisfaction survey		by 31/12/2020	SLS records
SO.06 - To improve internal and external image of labour inspection	To conduct a self-assessment, using the EU Common Assessment Framework (CAF)		by 31/12/2020	SLS records

4. Corporate Operational Objectives (per SBU)



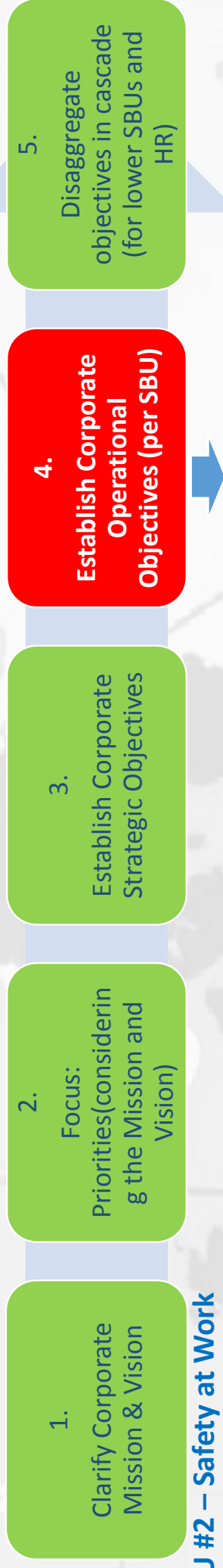
4. Corporate Operational Objectives (per SBU)



SBU #1 - Labour Relations

OBJECTIVE	INDICATOR	BASELINE	TARGET	SOURCE
EFFECTIVENESS				
OO-LR.01 - To increase inspection visits	No. of inspection visits on labour relations issues	20,442	194,700	SLS data
OO-LR.01 - To increase inspection visits	No. of employers inspected	19,997	199,033	SLS data
OO-LR.02 - To focus inspection visits	Share of inspection visits on UDW	64%	40%	SLS data
OO-LR.02 - To focus inspection visits	No. of inspection visits on UDW	13,060	77,880	SLS data
OO-LR.02 - To focus inspection visits	No. of employers inspected on UDW	12,641	80,461	SLS data
OO-LR.03 - To increase technical advice provided	No. of workers provided with technical advice on labour relation issues	?	124,608	SLS data
OO-LR.04 - To improve legal framework on labour relations	Draft / submit draft law establishing a LI statute aligned with ILO C81 and C129.	?	by the end of 2020	SLS records
EFFICIENCY				
OO-LR.05 - To improve inspection visit's efficiency	No. of inspection visits on labour relations per LI	29(2018)/15(2019)	300	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on UDW per LI	11(2018)/5(2019)	120	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on wage arrears per LI	1.7(2018)/.75(2019)	60	SLS records
OO-LR.06 - To target inspection visits	Share of inspection visits on UDW more prone sectors (construction, agriculture, accommod. & catering and wholesale and retail trade).	?	75%	SLS records
OO-LR.07 - To simplify the FAQ's information section of Webpage	Classify and disaggregate FAQs by themes and sub-themes		by 31/12/2020	SLS Webpage
QUALITY				
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were totally regularized	?	85%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of detected UDW regularized	?	100%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of detected wage arrears paid to workers	12%	25%	SLS records
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions paid	2019: 9674 fines; 3% paid (46605000/165000000)	50%	SLS records
OO-LR.11 - To improve complaint's response rate	Share of labour relation's formal complaints treated	?	80%	SLS records

4. Corporate Operational Objectives (per SBU)



SBU #2 – Safety at Work

OBJECTIVE	INDICATOR	BASELINE	TARGET	SOURCE OF VERIFICATION
EFFECTIVENESS				
OO-SW.01 - To increase inspection visits	No. of workplaces inspected on safety at work	45,495	219,600	SLS data
OO-SW.01 - To increase inspection visits	No. of employers inspected on safety at work	20,593	99,400	SLS data
OO-SW.02 - To focus inspection visits	Share of safety inspection visits on construction sites	?	15%	SLS data
OO-SW.02 - To focus inspection visits	No. of safety inspection visits on occupational risk assessment	?	65,880	SLS data
OO-SW.03 - To increase technical advice provided	No. of employers provided with technical advice on safety at work	?	140,544	SLS data
OO-SW.04 - To improve legal framework on OSH	Draft and submit legal acts transposing the EU Directives (or updating it): 89/391/EEC, 89/654/EEC, 2009/104/EC, 92/91/EEC, 92/104/EEC, 89/656/EEC, 2003/88/EC, 92/57/EEC, 92/58/EEC, 1999/92/EC, 91/383/EEC, 92/85/EEC.	?	by the end of 2020	SLS records
OO-SW.05 - To increase no. of investigated work accidents	No. of fatal and non-fatal work-related accidents inquiries conducted	4,126(2018)/1,943(2019)	8,052	SLS records
EFFICIENCY				
OO-SW.06 - To improve inspection visit's efficiency	No. of workplace's inspection visits on safety at work per LI	63(2018)/35(2019)	300	SLS records
OO-SW.06 - To improve inspection visit's efficiency	No. of employers inspected on safety at work per LI	29(2018)/16(2019)	136	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on OSH services organization and means per LI		45	SLS records
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to transportation and storage sector workplaces per LI		45	SLS records
OO-SW.08 - To improve work accident's investigation efficiency	Average no. of work accidents investigated per LI	5.7 (2018)/2.7(2019)	11	SLS records
OO-SW.09 - To reduce the average time to draft and submit legal acts for approval	Average time for drafting and submitting a legal act	?	1 month	SLS records
OO-SW.10 - To simplify and facilitate compliance	No. of EU-OSHA "Online Interactive Risk Assessment" (OIRA) Tools translated into Ukrainian	na	4	SLS Website
QUALITY				
OO-SW.11 - To improve inspection visit's impact	Share of workplaces/employers where infringements previously detected were totally regularized	81%	85%	SLS records
OO-SW.12 - To improve inspection procedure's quality	Share of notifications complied with	?	85%	SLS records
OO-SW.13 - To improve complaint's response rate	Share of labour relation's formal complaints treated	?	80%	SLS records

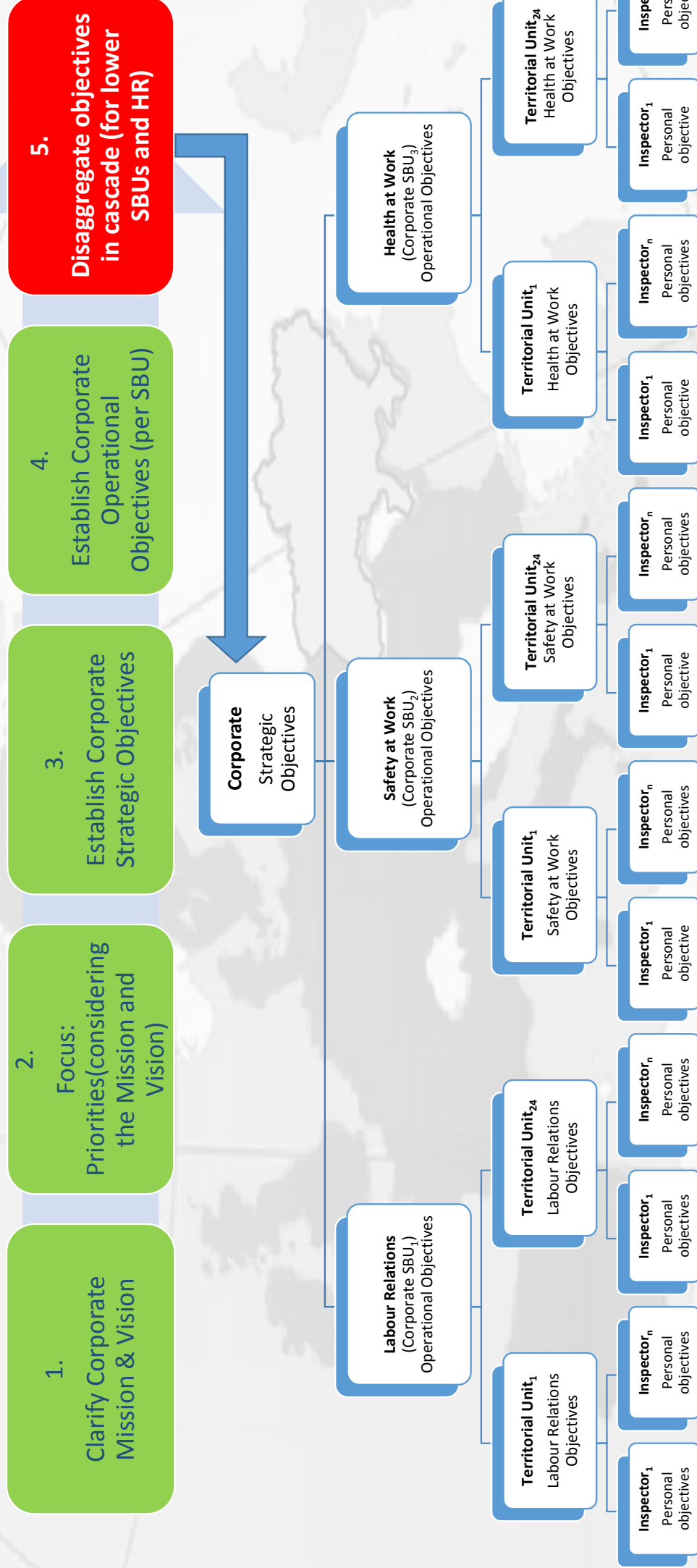
4. Corporate Operational Objectives (per SBU)



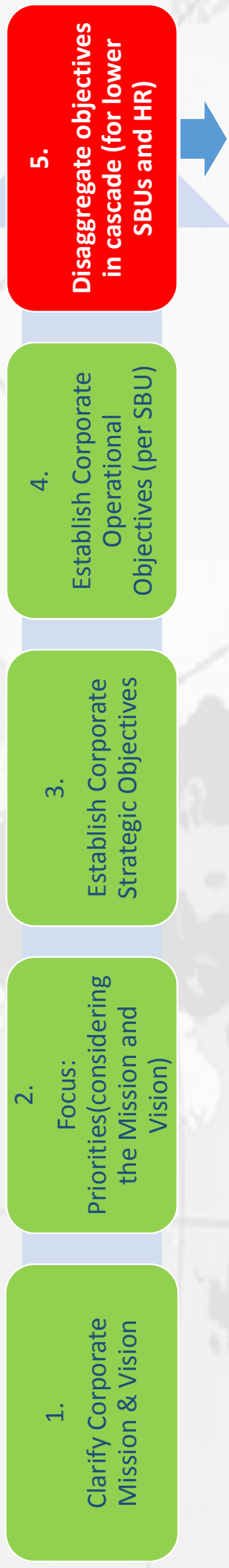
SBU #3 – Health at Work

OBJECTIVE	INDICATOR	BASELINE	TARGET	SOURCE OF VERIFICATION
EFFECTIVENESS				
OO-HW.01 - To increase inspection visits	No. of workplaces inspected on health at work	2500(2018)/1734(2019)	22,272	SLS data
OO-HW.01 - To increase inspection visits	No. of employers inspected on health at work	?	10,081	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits to harmful and arduous conditions workplaces	?	25%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits to mining and quarrying sector workplaces	?	5,568	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on air quality	?	5,568	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on the use of chemical agents	?	5,568	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits on Musculoskeletal Disorder (MSD) risk factors	?	15%	SLS data
OO-HW.02 -To focus inspection visits	Draft and submit legal acts transposing the EU Directives (or updating it): 89/391/EEC, 89/654/EEC, 2009/104/EC, 92/91/EEC, 92/104/EEC, 89/656/EEC, 2003/88/EC, 92/57/EEC, 92/58/EEC, 1999/92/EC, 91/383/EEC, 92/85/EEC.	?	by the end of 2020	SLS records
OO-SW.04 - To improve legal framework on OSH				
OO-HW.05 - To increase no. of investigated occupational diseases	Share of requested occupational diseases (OD) inquiries conducted	2018: 91.1% (2,265/2,484); 2019: 91.5% (1,273/1,391)	95%	SLS records
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of workers covered	?		SLS records
OO-HW.07 - To increase no. of certified laboratories for hygienic studies	No. of employers certified	2018: 79/2019: 80	300	SLS records
OO-HW.08 - To increase no. of Worker Category Statements (for PME)	No. of issued statements	2018:15,030/2019:8,421	33,408	SLS records
EFFICIENCY				
OO-HW.09 - To improve inspection visit's efficiency	No. of workplace's inspection visits on health at work per LI	23(2018)/15(2019)	192	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on noise risk factors per LI	?	29	SLS records
OO-HW.14 - To simplify and facilitate compliance	No. of EU-OSHA "Online Interactive Risk Assessment" (OIRA)Tools translated into Ukrainian	na	4	SLS Website
QUALITY				
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized	?	85%	SLS records
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions paid	?	50%	SLS records
OO-HW.17 - To improve complaint's response rate	Share of health at work formal complaints treated	?	80%	SLS records

5. Disaggregation of Corporate Objectives per SBU

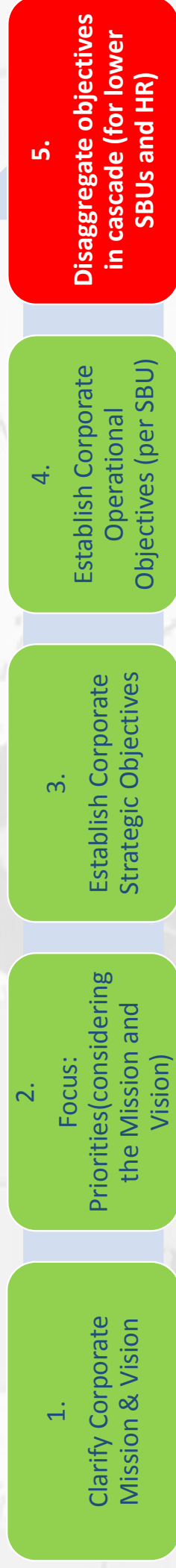


5. Disaggregation of Corporate Objectives per Territorial Unit



OBJECTIVE	INDICATOR	TARGETS				
		TERRITORIAL UNIT ₁	TERRITORIAL UNIT ₂	...	TERRITORIAL UNIT ₂₃	TERRITORIAL UNIT ₂₄
LABOUR RELATIONS						
EFFECTIVENESS						
OO-LR.01 - To increase inspection visits	No. of inspection visits on labour relations issues					
EFFICIENCY						
OO-LR.05 - To improve inspection visit's efficiency	No. of inspection visits on labour relations per LI					
QUALITY						
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized					
SAFETY AT WORK						
EFFECTIVENESS						
OO-SW.01 - To increase inspection visits	No. of workplaces inspected on safety at work					
EFFICIENCY						
OO-SW.06 - To improve inspection visit's efficiency	No. of workplace's inspection visits on safety at work per LI					
QUALITY						
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized					
HEALTH AT WORK						
EFFECTIVENESS						
OO-HW.01 - To increase inspection visits	No. of workplaces inspected on health at work					
EFFICIENCY						
OO-HW.09 - To improve inspection visit's efficiency	No. of workplace's inspection visits on health at work per LI					
QUALITY						
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized					

5. Disaggregation of Corporate Objectives per Labour Inspector



TERRITORIAL UNIT #1

OBJECTIVE	INDICATOR	TARGETS					
		INSPECTOR ₁	INSPECTOR ₂	...	INSPECTOR _{N-1}	INSPECTOR _N	TOTAL
LABOUR RELATIONS							
OO-LR.01 - To increase inspection visits	No. of inspection visits on labour relations issues						
		EFFECTIVENESS					
		EFFICIENCY					
OO-LR.05 - To improve inspection visit's efficiency	No. of inspection visits on labour relations per LI						
QUALITY							
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
SAFETY AT WORK							
OO-SW.01 - To increase inspection visits	No. of workplaces inspected on safety at work						
		EFFECTIVENESS					
		EFFICIENCY					
OO-SW.06 - To improve inspection visit's efficiency	No. of workplace's inspection visits on safety at work per LI						
QUALITY							
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
HEALTH AT WORK							
OO-HW.01 - To increase inspection visits	No. of workplaces inspected on health at work						
		EFFECTIVENESS					
		EFFICIENCY					
OO-HW.09 - To improve inspection visit's efficiency	No. of workplace's inspection visits on health at work per LI						
QUALITY							
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						

MISSION: To improve working conditions in Ukraine, through the promotion, monitoring and enforcement of labour and OSH regulation:

VISION: To be seen as the most effective, efficient and reliable authority in Ukraine

STRATEGIC OBJECTIVES

Objective	Indicator	Baseline	Target	Source of verification
Effectiveness				
SO.01 - To reduce the incidence rate of Fatal Work-related Accidents and Occupational Diseases	Variation rate of the incidence rate of fatal work related accidents	10%	-10%	SLS data
SO.01 - To reduce the incidence rate of Fatal Work-related Accidents and Occupational Diseases	Variation rate of the incidence rate of confirmed occupational diseases	-6%	-10%	SLS data
SO.02 - To tackle situations of business crisis	Variation rate of the amount of wage arrears	2018: 12% [(2,645,121,000-2,368,396,000)/2,368,396,000]	-10%	SSS data
SO.03 - To reduce UDW	Variation rate of the no. of informally employed workers	2018: -4% [3541300 (2018)/3695600 (2017)]	-10%	SSS data
Efficiency				
SO.04 - To develop labour inspection staff	Average no. of training hours provided to labour inspectors and support staff	?	35	SLS records
SO.05 - To simplify access to services and compliance	To dematerialize employers' mandatory notifications (e.g., work-related accidents, occupational diseases, transport equipment, explosive material, etc.) through a web-based transactional platform.		by 31/12/2020	SLS records
Quality				
SO.06 - To improve internal and external image of labour inspection	To carry out a internal and external client satisfaction survey		by 31/12/2020	SLS records
SO.06 - To improve internal and external image of labour inspection	To conduct a self-assessment, using the EU Common Assessment Framework (CAF)		by 31/12/2020	SLS records

OPERATIONAL OBJECTIVES

LABOUR RELATIONS

Objective	Indicator	Baseline	Target	Source of verification
Effectiveness				
OO-LR.01 - To increase inspection visits	No. of inspection visits on labour relations issues	20 442	194 700	SLS data
OO-LR.01 - To increase inspection visits	Variation rate of the no. of inspection visits on labour relations issues		852%	SLS data
OO-LR.01 - To increase inspection visits	No. of employers inspected	19 997	199 033	SLS data
OO-LR.01 - To increase inspection visits	Variation rate of the no. of employers inspected		895%	SLS data
OO-LR.02 -To focus inspection visits	Share of inspection visits on UDW	64%	40%	SLS data
OO-LR.02 -To focus inspection visits	No. of inspection visits on UDW	13 060	77 880	SLS data
OO-LR.02 -To focus inspection visits	Variation rate of the no. of inspection visits on UDW		496%	SLS data
OO-LR.02 -To focus inspection visits	No. of employers inspected on UDW	12 641	80 461	SLS data
OO-LR.02 -To focus inspection visits	Variation rate of the no. of employers inspected on UDW		537%	SLS data
OO-LR.02 -To focus inspection visits	Share of inspection visits on wage arrears	6%	20%	SLS data
OO-LR.02 -To focus inspection visits	No. of inspection visits on wage arrears	1 200	38 940	SLS data
OO-LR.02 -To focus inspection visits	Variation rate of the no. of inspection visits on wage arrears		3145%	SLS data
OO-LR.02 -To focus inspection visits	Share of inspection visits on minimum wage	37%	20%	SLS data
OO-LR.02 -To focus inspection visits	No. of inspection visits on minimum wage	7 620	38 940	SLS data
OO-LR.02 -To focus inspection visits	Variation rate of the no. of inspection visits on minimum wage		411%	SLS data
OO-LR.03 - To increase technical advice provided	No. of employers provided with technical advice on labour relation issues	?	124 608	SLS data
OO-LR.03 - To increase technical advice provided	No. of workers provided with technical advice on labour relation issues	?	124 608	SLS data
OO-LR.04 - To improve legal framework on labour relations	Draft and submit to the concern Ministry a draft law establishing the statute of labour inspection (recruitment & selection, training, career, functions, powers and procedures) aligned with ILO C81 and C129.	?	by the end of 2020	SLS records
OO-LR.04 - To improve legal framework on labour relations	Draft and submit to the concern Ministry a draft law incorporating into national legislation the provisions of ILO R198 establishing a legal presumption of the existence of an employment relationship whenever several indicators of juridical subordination are present.	?	by the end of 2020	SLS records
OO-LR.04 - To improve legal framework on labour relations	Draft and submit to the concern Ministry the legal acts aimed at transposing the following EU Directives: 91/533/EEC, 1999/70/EC, 97/81/EC, 98/59/EC, 2001/23/EC, 2002/14/EC, 2000/43/EC, 2000/78/EC, 96/34/EC, 79/7/EEC and 2006/54/EC.	?	by the end of 2020	SLS records
Efficiency				
OO-LR.05 - To improve inspection visit's efficiency	No. of inspection visits on labour relations per LI	29(2018)/15(2019)	300	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Variation rate on the no. of inspection visits on labour relations per LI		934%	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on UDW per LI	11(2018)/5(2019)	120	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Variation rate on the average no. of inspection visits on UDW per LI		991%	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Average no. of UDW detected per inspection visit	1,9	6	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Variation rate on the average no. of UDW detected per inspection visit		211%	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on wage arrears per LI	1.7(2018)/.75(2019)	60	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Variation rate on the average no. of inspection visits on wage arrears per LI		3429%	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on minimum wage per LI	10.7(2018)/5.11(2019)	60	SLS records
OO-LR.05 - To improve inspection visit's efficiency	Variation rate on the average no. of inspection visits on minimum wage per LI		461%	SLS records
OO-LR.06 - To target inspection visits	Share of inspection visits on UDW more prone sectors (construction, agriculture, temporary accommodation and catering services and wholesale and retail trade).	?	75%	SLS records
OO-LR.06 - To target inspection visits	No. of inspection visits on UDW more prone sectors (construction, agriculture, temporary accommodation and catering services and wholesale and retail trade).	?	58 410	SLS records
OO-LR.07 - To simplify the FAQ's information section of Webpage	Classify and disaggregate FAQs by themes and sub-themes		by 31/12/2020	SLS Webpage
OO-LR.08 - To reduce the average time to draft and submit legal acts for approval	Average time for drafting and submitting a legal act	?	1 month	SLS records
Quality				
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized	?	85%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized	?	85%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized	?	10%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized	?	10%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized	?	5%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized	?	5%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were totally regularized	?	85%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were partially regularized	?	10%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were not regularized	?	5%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of detected UDW regularized	?	100%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of detected wage arrears paid to workers	12%	25%	SLS records
OO-LR.09 - To improve inspection visit's impact	Share of minimum wage detected violations regularized	?	100%	SLS records
OO-LR.10 - To improve inspection procedure's quality	Share of notifications complied with	73%	85%	SLS records
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions paid	2019: 9674 fines; 3% paid (46605000/1650000000)	50%	SLS records
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions appealed against	?	15%	SLS records
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts	?	80%	SLS records
OO-LR.11 - To improve complaint's response rate	Share of labour relation's formal complaints treated	?	80%	SLS records

OPERATIONAL OBJECTIVES

SAFETY AT WORK (LABOUR PROTECTION)

Objective	Indicator	Baseline	Target	Source of verification
Effectiveness				
OO-SW.01 - To increase inspection visits	No. of workplaces inspected on safety at work	45 495	219 600	SLS data
OO-SW.01 - To increase inspection visits	Variation rate of the no. of inspection visits on safety issues		383%	SLS data
OO-SW.01 - To increase inspection visits	No. of employers inspected on safety at work	20 593	99 400	SLS data
OO-SW.01 - To increase inspection visits	Variation rate of the no. of employers inspected on safety at work		383%	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits to high-risk facilities workplaces	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits to high-risk facilities workplaces	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on construction sites	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on construction sites	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on mining and quarrying sector workplaces	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on mining and quarrying sector workplaces	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on agriculture, forestry and fishing sector workplaces	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on agriculture, forestry and fishing sector workplaces	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on transportation and storage sector workplaces	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on transportation and storage sector workplaces	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on occupational risk assessment	?	30%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on occupational risk assessment	?	65 880	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits OSH services organization and means	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on OSH services organization and means	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on the use of work equipment	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on the use of work equipment	?	32 940	SLS data
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on the use of chemical agents	?	15%	SLS data
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on the use of chemical agents	?	32 940	SLS data
OO-SW.03 - To increase technical advice provided	No. of employers provided with technical advice on safety at work	?	140 544	SLS data
OO-SW.03 - To increase technical advice provided	No. of workers provided with technical advice on safety at work	?	140 544	SLS data
OO-SW.04 - To improve legal framework on OSH	Draft and submit to the concern Ministry the legal acts (with the adequate legal power) aimed at transposing the following EU Directives (or updating it): 89/391/EEC, 89/654/EEC, 2009/104/EC, 92/91/EEC, 92/104/EEC, 89/656/EEC, 2003/88/EC, 92/57/EEC, 92/58/EEC, 1999/92/EC, 91/383/EEC, 92/85/EEC.	?	by the end of 2020	SLS records
OO-SW.05 - To increase no. of investigated work accidents	No. of fatal and non-fatal work-related accidents inquiries conducted	4,126(2018)/1,943(2019)	8 052	SLS records
OO-SW.05 - To increase no. of investigated work accidents	Variation rate on the no. of investigated work-related accidents		95%	SLS records
Efficiency				
OO-SW.06 - To improve inspection visit's efficiency	No. of workplace's inspection visits on safety at work per LI	63(2018)/35(2019)	300	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Variation rate on the no. of workplace's safety inspection visits per LI		376%	SLS records
OO-SW.06 - To improve inspection visit's efficiency	No. of employers inspected on safety at work per LI	29(2018)/16(2019)	136	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Variation rate on the no. of employer's safety inspection visits per LI		368%	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits to high-risk facilities workplaces per LI		45	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on occupational risk assessment per LI		90	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on OSH services organization and means per LI		45	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on the use of work equipment per LI		45	SLS records
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on the use of chemical agents per LI		45	SLS records
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to construction sites per LI		45	SLS records
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to mining and quarrying sector workplaces per LI		45	SLS records
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to agriculture, forestry and fishing sector workplaces per LI		45	SLS records
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to transportation and storage sector workplaces per LI		45	SLS records
OO-SW.08 - To improve work accident's investigation efficiency	Average no. of work accidents investigated per LI	5.7 (2018)/2.7(2019)	11	SLS records
OO-SW.09 - To reduce the average time to draft and submit legal acts for approval	Average time for drafting and submitting a legal act	?	1 month	SLS records
OO-SW.10 - To simplify and facilitate compliance	No. of EU-OSHA "Online Interactive Risk Assessment" (OIRA)Tools translated into Ukrainian	na	4	SLS Website
Quality				
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized	81%	85%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized	81%	85%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized	?	10%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share employers where infringements previously detected were partially regularized	?	10%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized	?	5%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized	?	5%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were totally regularized	?	85%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were partially regularized	?	10%	SLS records
OO-SW.11 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were not regularized	?	5%	SLS records
OO-SW.12 - To improve inspection procedure's quality	Share of notifications complied with	?	85%	SLS records
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions paid	?	85%	SLS records

OPERATIONAL OBJECTIVES**SAFETY AT WORK (LABOUR PROTECTION)**

Objective	Indicator	Baseline	Target	Source of verification
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions appealed against	?	15%	SLS records
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts	?	80%	SLS records
OO-SW.13 - To improve complaint's response rate	Share of safety at work formal complaints treated	?	80%	SLS records

OPERATIONAL OBJECTIVES

HEALTH AT WORK (LABOUR HYGIENE)

Objective	Indicator	Baseline	Target	Source of verification
Effectiveness				
OO-HW.01 - To increase inspection visits	No. of workplaces inspected on health at work	2500(2018)/1734(2019)	22 272	SLS data
OO-HW.01 - To increase inspection visits	Variation rate of the no. of inspection visits on health at work		791%	SLS data
OO-HW.01 - To increase inspection visits	No. of employers inspected on health at work	?	10 081	SLS data
OO-HW.01 - To increase inspection visits	Variation rate of the no. of employers inspected on health at			SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits to harmful and arduous conditions workplaces	?	25%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits to harmful and arduous conditions workplaces	?	5 568	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits to mining and quarrying sector workplaces	?	25%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits to mining and quarrying sector workplaces	?	5 568	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits to metallurgical production sector workplaces	?	15%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits to metallurgical production sector workplaces	?	3 341	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits to production of machinery and equipment sector workplaces	?	10%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits to production of machinery and equipment sector workplaces	?	2 227	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits to health care sector workplaces	?	10%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits to health care sector workplaces	?	2 227	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits on air quality	?	25%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on air quality	?	5 568	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits on the use of chemical agents	?	25%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on the use of chemical agents	?	5 568	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits on Musculoskeletal Disorder (MSD) risk factors	?	15%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on MSD risk factors	?	3 341	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits on noise risk factors	?	15%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on noise risk factors	?	3 341	SLS data
OO-HW.02 -To focus inspection visits	Share of health inspection visits on vibration risk factors	?	10%	SLS data
OO-HW.02 -To focus inspection visits	No. of health inspection visits on vibration risk factors	?	2 227	SLS data
OO-HW.03 - To increase technical advice provided	No. of employers provided with technical advice on health at	2018: 3,578 (employ+work)	22 272	SLS data
OO-HW.03 - To increase technical advice provided	No. of workers provided with technical advice on health at work	2018: 3,578 (employ+work)	22 272	SLS data
OO-SW.04 - To improve legal framework on OSH	Draft and submit to the concern Ministry the legal acts (with the adequate legal power) aimed at transposing the following EU Directives (or updating it): 89/391/EEC, 89/654/EEC, 2009/104/EC, 92/91/EEC, 92/104/EEC, 89/656/EEC, 2003/88/EC, 92/57/EEC, 92/58/EEC, 1999/92/EC, 91/383/EEC, 92/85/EEC.	?	by the end of 2020	SLS records
OO-HW.05 - To increase no. of investigated occupational diseases	Share of requested occupational diseases (OD) inquiries conducted	2018: 91.1% (2,265/2,484); 2019: 91.5% (1,273/1,391)	95%	SLS records
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of workers covered	264 520	300 000	SLS records
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of employers representatives covered	264 520	300 000	SLS records
OO-HW.07 - To increase no. of certified laboratories for hygienic studies	No. of employers certified	2018: 79/2019: 80	300	SLS records
OO-HW.08 - To increase no. of Worker Category Statements (for	No. of issued statements	2018:15,030/2019:8,421	33 408	SLS records

OPERATIONAL OBJECTIVES

HEALTH AT WORK (LABOUR HYGIENE)

Objective	Indicator	Baseline	Target	Source of verification
Efficiency				
OO-HW.09 - To improve inspection visit's efficiency	No. of workplace's inspection visits on health at work per LI	23(2018)/15(2019)	192	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Variation rate on the no. of workplace's safety inspection visits	?	735%	SLS records
OO-HW.09 - To improve inspection visit's efficiency	No. of employers inspected on health at work per LI	?	87	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Variation rate on the no. of employer's safety inspection visits	?		SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits to harmful and arduous conditions workplaces per LI	?	48	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on air quality per LI	?	48	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on the use of chemical agents per LI	?	48	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on MSD risk factors per LI	?	29	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on noise risk factors per LI	?	29	SLS records
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on vibration risk factors	?	19	SLS records
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to mining and quarrying sector workplaces per LI	?	48	SLS records
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to metallurgical production sector workplaces per LI	?	29	SLS records
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to production of machinery and equipment sector workplaces per LI	?	19	SLS records
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to health care sector workplaces per LI	?	19	SLS records
OO-HW.11 - To improve OD's investigation efficiency	Average no. of ODs investigated per LI	20 (2018)/11(2019)	22	SLS records
OO-HW.12 - To improve worker category statements efficiency	Average no. of statements issue by LI	2018:135/2019:73	288	SLS records
OO-HW.13 - To reduce the average time to draft and submit legal acts for approval	Average time for drafting and submitting a legal act	?	1 month	SLS records
OO-HW.14 - To simplify and facilitate compliance	No. of EU-OSHA "Online Interactive Risk Assessment" (OIRA) Tools translated into Ukrainian	na	4	SLS Website
Quality				
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized	?	85%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized	?	85%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized	?	10%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized	?	10%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized	?	5%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized	?	5%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were totally regularized	?	85%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were partially regularized	?	10%	SLS records
OO-HW.15 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were not regularized	?	5%	SLS records
OO-HW.16 - To improve inspection procedure's quality	Share of notifications complied with	?	85%	SLS records
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions paid	?	50%	SLS records
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions appealed against	?	15%	SLS records
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts	?	80%	SLS records
OO-HW.17 - To improve complaint's response rate	Share of health at work formal complaints treated	?	80%	SLS records

OPERATIONAL OBJECTIVES

TERRITORIAL UNITS

Objective	Indicator	Targets					
		Territorial Unit ₁	Territorial Unit ₂	...	Territorial Unit ₁₃	Territorial Unit ₂₄	Total
LABOUR RELATIONS							
Effectiveness							
OO-LR.01 - To increase inspection visits	No. of inspection visits on labour relations issues						
OO-LR.01 - To increase inspection visits	No. of employers inspected on labour relations issues						
OO-LR.02 - To focus inspection visits	Share of inspection visits on UDW						
OO-LR.02 - To focus inspection visits	No. of inspection visits on UDW						
OO-LR.02 - To focus inspection visits	No. of employers inspected on UDW						
OO-LR.02 - To focus inspection visits	Share of inspection visits on wage arrears						
OO-LR.02 - To focus inspection visits	No. of inspection visits on wage arrears						
OO-LR.02 - To focus inspection visits	Share of inspection visits on minimum wage						
OO-LR.02 - To focus inspection visits	No. of inspection visits on minimum wage						
OO-LR.03 - To increase technical advice provided	No. of employers provided with technical advice on labour relation issues						
OO-LR.03 - To increase technical advice provided	No. of workers provided with technical advice on labour relation issues						
Efficiency							
OO-LR.05 - To improve inspection visit's efficiency	No. of inspection visits on labour relations per LI						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on UDW per LI						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of UDW detected per inspection visit						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on wage arrears per LI						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on minimum wage per LI						
OO-LR.06 - To target inspection visits	Share of inspection visits on UDW more prone sectors (construction, agriculture, temporary accommodation and catering services and wholesale and retail trade).						
OO-LR.06 - To target inspection visits	No. of inspection visits on UDW more prone sectors (construction, agriculture, temporary accommodation and catering services and wholesale and retail trade).						
Quality							
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized						
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized						
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized						
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized						
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized						
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were totally regularized						
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were partially regularized						
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were not regularized						
OO-LR.09 - To improve inspection visit's impact	Share of detected UDW regularized						
OO-LR.09 - To improve inspection visit's impact	Share of detected wage arrears paid to workers						
OO-LR.09 - To improve inspection visit's impact	Share of minimum wage detected violations regularized						
OO-LR.10 - To improve inspection procedure's quality	Share of notifications complied with						
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions paid						
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions appealed against						
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts						
OO-LR.11 - To improve complaint's response rate	Share of labour relation's formal complaints treated						

OPERATIONAL OBJECTIVES

TERRITORIAL UNITS

Objective	Indicator	Targets					
		Territorial Unit ₁	Territorial Unit ₂	...	Territorial Unit ₁₃	Territorial Unit ₂₄	Total
SAFETY AT WORK							
Effectiveness							
OO-SW.01 - To increase inspection visits	No. of workplaces inspected on safety at work						
OO-SW.01 - To increase inspection visits	No. of employers inspected on safety at work						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits to high-risk facilities workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits to high-risk facilities workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on construction sites						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on construction sites						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on mining and quarrying sector workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on mining and quarrying sector workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on agriculture, forestry and fishing sector workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on agriculture, forestry and fishing sector workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on transportation and storage sector workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on transportation and storage sector workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on occupational risk assessment						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on occupational risk assessment						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits OSH services organization and means						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on OSH services organization and means						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on the use of work equipment						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on the use of work equipment						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on the use of chemical agents						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on the use of chemical agents						
OO-SW.03 - To increase technical advice provided	No. of employers provided with technical advice on safety at work						
OO-SW.03 - To increase technical advice provided	No. of workers provided with technical advice on safety at work						
OO-SW.05 - To increase no. of investigated work accidents	No. of fatal and non-fatal work-related accidents inquiries conducted						
Efficiency							
OO-SW.06 - To improve inspection visit's efficiency	No. of workplace's inspection visits on safety at work per LI						
OO-SW.06 - To improve inspection visit's efficiency	No. of employers inspected on safety at work per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits to high-risk facilities workplaces per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on occupational risk assessment per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on OSH services organization and means per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on the use of work equipment per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on the use of chemical agents per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to construction sites per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to mining and quarrying sector workplaces per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to agriculture, forestry and fishing sector workplaces per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to transportation and storage sector workplaces per LI						
OO-SW.08 - To improve work accident's investigation efficiency	Average no. of work accidents investigated per LI						
Quality							
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized						
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized						
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized						
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized						
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized						
OO-SW.11 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were totally regularized						
OO-SW.11 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were partially regularized						
OO-SW.11 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were not regularized						
OO-SW.12 - To improve inspection procedure's quality	Share of notifications complied with						
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions paid						
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions appealed against						
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts						
OO-SW.13 - To improve complaint's response rate	Share of safety at work formal complaints treated						

OPERATIONAL OBJECTIVES

TERRITORIAL UNITS

Objective	Indicator	Targets					
		Territorial Unit ₁	Territorial Unit ₂	...	Territorial Unit ₁₃	Territorial Unit ₂₄	Total
HEALTH AT WORK							
Effectiveness							
OO-HW.01 - To increase inspection visits	No. of workplaces inspected on health at work						
OO-HW.01 - To increase inspection visits	No. of employers inspected on health at work						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to harmful and arduous conditions workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to harmful and arduous conditions workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to mining and quarrying sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to mining and quarrying sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to metallurgical production sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to metallurgical production sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to production of machinery and equipment sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to production of machinery and equipment sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to health care sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to health care sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on air quality						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on air quality						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on the use of chemical agents						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on the use of chemical agents						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on Musculoskeletal Disorder (MSD) risk factors						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on MSD risk factors						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on noise risk factors						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on noise risk factors						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on vibration risk factors						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on vibration risk factors						
OO-HW.03 - To increase technical advice provided	No. of employers provided with technical advice on health at work						
OO-HW.03 - To increase technical advice provided	No. of workers provided with technical advice on health at work						
OO-SW.04 - To improve legal framework on OSH	Draft and submit to the concern Ministry the legal acts (with the adequate legal power) aimed at transposing the following EU Directives (or updating it): 89/391/EEC, 89/654/EEC, 2009/104/EC, 92/91/EEC, 92/104/EEC, 89/656/EEC, 2003/88/EC, 92/57/EEC, 92/58/EEC, 1999/92/EC, 91/383/EEC, 92/85/EEC.						
OO-HW.05 - To increase no. of investigated occupational diseases	Share of requested occupational diseases (OD) inquiries conducted						
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of workers covered						
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of employers representatives covered						
OO-HW.07 - To increase no. of certified laboratories for hygienic studies	No. of employers certified						
OO-HW.08 - To increase no. of Worker Category Statements	No. of issued statements						
Efficiency							
OO-HW.09 - To improve inspection visit's efficiency	No. of workplace's inspection visits on health at work per LI						
OO-HW.09 - To improve inspection visit's efficiency	Variation rate on the no. of workplace's safety inspection visits						
OO-HW.09 - To improve inspection visit's efficiency	No. of employers inspected on health at work per LI						
OO-HW.09 - To improve inspection visit's efficiency	Variation rate on the no. of employer's safety inspection visits						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits to harmful and arduous conditions workplaces per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on air quality per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on the use of chemical agents per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on MSD risk factors per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on noise risk factors per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on vibration risk factors						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to mining and quarrying sector workplaces per LI						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to metallurgical production sector workplaces per LI						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to production of machinery and equipment sector workplaces per LI						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to health care sector workplaces per LI						
OO-HW.11 - To improve OD's investigation efficiency	Average no. of ODs investigated per LI						
OO-HW.12 - To improve worker category statements efficiency	Average no. of statements issue by LI						
OO-HW.13 - To reduce the average time to draft and submit legal acts for approval	Average time for drafting and submitting a legal act						
OO-HW.14 - To simplify and facilitate compliance	No. of EU-OSHA "Online Interactive Risk Assessment" (OIRA)Tools translated into Ukrainian						
Quality							
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized						
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized						
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized						
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized						
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized						
OO-HW.15 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were totally regularized						
OO-HW.15 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were partially regularized						
OO-HW.15 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were not regularized						
OO-HW.16 - To improve inspection procedure's quality	Share of notifications complied with						
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions paid						
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions appealed against						
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts						
OO-HW.17 - To improve complaint's response rate	Share of health at work formal complaints treated						

OPERATIONAL OBJECTIVES
TERRITORIAL UNIT #1

Objective	Indicator	Targets					
		Inspector ₁	Inspector ₂	...	Inspector _{n-1}	Inspector _n	Total
LABOUR RELATIONS							
Effectiveness							
OO-LR.01 - To increase inspection visits	No. of inspection visits on labour relations issues						
OO-LR.01 - To increase inspection visits	No. of employers inspected on labour relations issues						
OO-LR.02 -To focus inspection visits	Share of inspection visits on UDW						
OO-LR.02 -To focus inspection visits	No. of inspection visits on UDW						
OO-LR.02 -To focus inspection visits	No. of employers inspected on UDW						
OO-LR.02 -To focus inspection visits	Share of inspection visits on wage arrears						
OO-LR.02 -To focus inspection visits	No. of inspection visits on wage arrears						
OO-LR.02 -To focus inspection visits	Share of inspection visits on minimum wage						
OO-LR.02 -To focus inspection visits	No. of inspection visits on minimum wage						
OO-LR.03 - To increase technical advice provided	No. of employers provided with technical advice on labour relation issues						
OO-LR.03 - To increase technical advice provided	No. of workers provided with technical advice on labour relation issues						
Efficiency							
OO-LR.05 - To improve inspection visit's efficiency	No. of inspection visits on labour relations per LI						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on UDW per LI						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of UDW detected per inspection visit						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on wage arrears per LI						
OO-LR.05 - To improve inspection visit's efficiency	Average no. of inspection visits on minimum wage per LI						
OO-LR.06 - To target inspection visits	Share of inspection visits on UDW more prone sectors (construction, agriculture, temporary accommodation and catering services and wholesale and retail trade).						
OO-LR.06 - To target inspection visits	No. of inspection visits on UDW more prone sectors (construction, agriculture, temporary accommodation and catering services and wholesale and retail trade).						
Quality							
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized						
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized						
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized						
OO-LR.09 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized						
OO-LR.09 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized						
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were totally regularized						
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were partially regularized						
OO-LR.09 - To improve inspection visit's impact	Share of follow-up visits where infringements previously detected were not regularized						
OO-LR.09 - To improve inspection visit's impact	Share of detected UDW regularized						
OO-LR.09 - To improve inspection visit's impact	Share of detected wage arrears paid to workers						
OO-LR.09 - To improve inspection visit's impact	Share of minimum wage detected violations regularized						
OO-LR.10 - To improve inspection procedure's quality	Share of notifications complied with						
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions paid						
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions appealed against						
OO-LR.10 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts						
OO-LR.11 - To improve complaint's response rate	Share of labour relation's formal complaints treated						

OPERATIONAL OBJECTIVES
TERRITORIAL UNIT #1

Objective	Indicator	Targets					
		Inspector ₁	Inspector ₂	...	Inspector _{n-1}	Inspector _n	Total
SAFETY AT WORK							
Effectiveness							
OO-SW.01 - To increase inspection visits	No. of workplaces inspected on safety at work						
OO-SW.01 - To increase inspection visits	No. of employers inspected on safety at work						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits to high-risk facilities workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits to high-risk facilities workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on construction sites						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on construction sites						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on mining and quarrying sector workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on mining and quarrying sector workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on agriculture, forestry and fishing sector workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on agriculture, forestry and fishing sector workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on transportation and storage sector workplaces						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on transportation and storage sector workplaces						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on occupational risk assessment						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on occupational risk assessment						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits OSH services organization and means						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on OSH services organization and means						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on the use of work equipment						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on the use of work equipment						
OO-SW.02 -To focus inspection visits	Share of safety inspection visits on the use of chemical agents						
OO-SW.02 -To focus inspection visits	No. of safety inspection visits on the use of chemical agents						
OO-SW.03 - To increase technical advice provided	No. of employers provided with technical advice on safety at work						
OO-SW.03 - To increase technical advice provided	No. of workers provided with technical advice on safety at work						
OO-SW.05 - To increase no. of investigated work accidents	No. of fatal and non-fatal work-related accidents inquiries conducted						
Efficiency							
OO-SW.06 - To improve inspection visit's efficiency	No. of workplace's inspection visits on safety at work per LI						
OO-SW.06 - To improve inspection visit's efficiency	No. of employers inspected on safety at work per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits to high-risk facilities workplaces per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on occupational risk assessment per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on OSH services organization and means per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on the use of work equipment per LI						
OO-SW.06 - To improve inspection visit's efficiency	Average no. of safety inspection visits on the use of chemical agents per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to construction sites per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to mining and quarrying sector workplaces per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to agriculture, forestry and fishing sector workplaces per LI						
OO-SW.07 - To target inspection visits	Average no. of safety inspection visits to transportation and storage sector workplaces per LI						
OO-SW.08 - To improve work accident's investigation efficiency	Average no. of work accidents investigated per LI						
Quality							
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized						
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized						
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized						
OO-SW.11 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized						
OO-SW.11 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized						
OO-SW.11 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were totally regularized						
OO-SW.11 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were partially regularized						
OO-SW.11 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were not regularized						
OO-SW.12 - To improve inspection procedure's quality	Share of notifications complied with						
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions paid						
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions appealed against						
OO-SW.12 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts						
OO-SW.13 - To improve complaint's response rate	Share of safetv at work formal complaints treated						

OPERATIONAL OBJECTIVES
TERRITORIAL UNIT #1

Objective	Indicator	Targets					
		Inspector ₁	Inspector ₂	...	Inspector _{n-1}	Inspector _n	Total
HEALTH AT WORK							
Effectiveness							
OO-HW.01 - To increase inspection visits	No. of workplaces inspected on health at work						
OO-HW.01 - To increase inspection visits	No. of employers inspected on health at work						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to harmful and arduous conditions workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to harmful and arduous conditions workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to mining and quarrying sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to mining and quarrying sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to metallurgical production sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to metallurgical production sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to production of machinery and equipment sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to production of machinery and equipment sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits to health care sector workplaces						
OO-HW.02 -To focus inspection visits	No. of health inspection visits to health care sector workplaces						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on air quality						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on air quality						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on the use of chemical agents						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on the use of chemical agents						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on Musculoskeletal Disorder (MSD) risk factors						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on MSD risk factors						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on noise risk factors						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on noise risk factors						
OO-HW.02 -To focus inspection visits	Share of health inspection visits on vibration risk factors						
OO-HW.02 -To focus inspection visits	No. of health inspection visits on vibration risk factors						
OO-HW.03 - To increase technical advice provided	No. of employers provided with technical advice on health at work						
OO-HW.03 - To increase technical advice provided	No. of workers provided with technical advice on health at work						
OO-SW.04 - To improve legal framework on OSH	Draft and submit to the concern Ministry the legal acts (with the adequate legal power) aimed at transposing the following EU Directives (or updating it): 89/391/EEC, 89/654/EEC, 2009/104/EC, 92/91/EEC, 92/104/EEC, 89/656/EEC, 2003/88/EC, 92/57/EEC, 92/58/EEC, 1999/92/EC, 91/383/EEC, 92/85/EEC.						
OO-HW.05 - To increase no. of investigated occupational diseases	Share of requested occupational diseases (OD) inquiries conducted						
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of workers covered						
OO-HW.06 - To increase coverage of information and awareness-raising activities on OD prevention	No. of employers representatives covered						
OO-HW.07 - To increase no. of certified laboratories for hygienic studies	No. of employers certified						
OO-HW.08 - To increase no. of Worker Category Statements	No. of issued statements						

OPERATIONAL OBJECTIVES
TERRITORIAL UNIT #1

Objective	Indicator	Targets					
		Inspector ₁	Inspector ₂	...	Inspector _{n-1}	Inspector _n	Total
Efficiency							
OO-HW.09 - To improve inspection visit's efficiency	No. of workplace's inspection visits on health at work per LI						
OO-HW.09 - To improve inspection visit's efficiency	No. of employers inspected on health at work per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits to harmful and arduous conditions workplaces per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on air quality per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on the use of chemical agents per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on MSD risk factors per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on noise risk factors per LI						
OO-HW.09 - To improve inspection visit's efficiency	Average no. of health inspection visits on vibration risk factors per						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to mining and quarrying sector workplaces per LI						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to metallurgical production sector workplaces per LI						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to production of machinery and equipment sector workplaces per LI						
OO-HW.10 - To target inspection visits	Average no. of health inspection visits to health care sector workplaces per LI						
OO-HW.11 - To improve OD's investigation efficiency	Average no. of ODs investigated per LI						
OO-HW.12 - To improve worker category statements efficiency	Average no. of statements issue by LI						
OO-HW.13 - To reduce the average time to draft and submit legal acts for approval	Average time for drafting and submitting a legal act						
OO-HW.14 - To simplify and facilitate compliance	No. of EU-OSHA "Online Interactive Risk Assessment" (OIRA)Tools translated into Ukrainian						
Quality							
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were totally regularized						
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were totally regularized						
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were partially regularized						
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were partially regularized						
OO-HW.15 - To improve inspection visit's impact	Share of workplaces where infringements previously detected were not regularized						
OO-HW.15 - To improve inspection visit's impact	Share of employers where infringements previously detected were not regularized						
OO-HW.15 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were totally regularized						
OO-HW.15 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were partially regularized						
OO-HW.15 - To improve inspection visit's impact	Share of follow-up vists where infringements previously detected were not regularized						
OO-HW.16 - To improve inspection procedure's quality	Share of notifications complied with						
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions paid						
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions appealed against						
OO-HW.16 - To improve inspection procedure's quality	Share of financial sanctions appealed against to but confirmed by courts						
OO-HW.17 - To improve complaint's response rate	Share of health at work formal complaints treated						