

ISEA's Strategic Plan encompasses a set of strategic priorities that give focus and direction to all association activities. It expresses the common purpose of the association and its member companies in accomplishing successful standards development, government out-reach and knowledge access programs for the benefit of the industry and its customers.

### THE CORE COMPETENCIES

There are three critical elements to ISEA's continued growth and strength. They are the core competencies of the association, the structures and programs that provide value to the members and the marketplace.

#### Standards and Technology

The PPE marketplace is based on product performance standards, and ISEA is a recognized, accredited developer of consensus standards. The association's expertise is in managing the process – bringing together stakeholders including producers, users and regulators; reconciling disparate views and producing standards that satisfy the demands of the marketplace as well as personal protection; promoting the use of PPE that meets exacting standards of performance.

The association manages all aspects of the American National Standards under its purview, from drafting through consensus development and approval, publication, interpretation, promotion and periodic updating. In addition to its own standards, ISEA is officially represented on numerous standards committees of other organizations in the U.S. and around the world, and is a trusted participant in standards deliberations in government agencies.

Matching the process expertise is the role of ISEA in setting standards policy, determining where new standards would benefit the marketplace, and promoting fresh ideas like a voluntary standard for conformity assessment.

ISEA's standards priorities are influenced by an understanding of where ISEA fits in the world of PPE standardization, and what is required to keep ISEA standards relevant.

There are multiple standards developing organizations in the and around the world addressing the same class of products.

ISEA must be aware of all the trends and activities in PPE standardization, coordinating efforts with other developers where appropriate to prevent overlap, and harmonizing U.S. requirements with Canada, Europe and the world where it makes sense to member companies and users.

#### Government Advocacy and Information

ISEA members and their products are closely tied to government regulation: Some PPE must meet government performance standards, the use of many types of PPE is mandated by regulation, and ISEA members must meet all the regulations that affect manufacturers wherever they operate.

Through comments and testimony, official meetings and constant contact, the association maintains a strong and steady relationship with important government agencies and Congress, working to influence laws and regulations that affect its members' business and products.

ISEA understands politics, but the association is non-partisan, and does not get involved in campaigns or elections. It also performs an important role in interpreting the actions of government, keeping its members informed and providing them a virtual Washington office to represent their collective interests.

While its non-partisan approach may limit the ability of the association to influence individual members of Congress, it enables ISEA to promote its worker safety agenda on both sides of the aisle. ISEA's ability to reach members of Congress is enhanced by constituent relationships of its member executives, especially to legislators on key committees.

## Knowledge Access and Exchange

ISEA is a forum for the free exchange of ideas and information. This includes not only the multi-channel flow of information through various internal and external media, but also networking - the interchange among members at association meetings and functions.

ISEA supports confidential reporting programs in product groups to help companies track their sales against industry aggregates. It publishes market intelligence that its members can use to identify and pursue business opportunities. It organizes meetings where members can learn, share and conduct the important business of the association. It conducts a training program for sales and marketing personnel, and publishes selection and use guides for PPE.

It represents the industry to other stakeholders and the public through appearances at conferences and shows, publications and electronic media.

In a marketplace crowded with training providers, ISEA must identify and take advantage of opportunities to provide targeted training that benefits its member companies. It can do this by leveraging the product and technology expertise of its member companies, to prepare and deliver training and education programs that help purchasers and users select the right personal protective equipment and technologies, and maintain and use them properly.

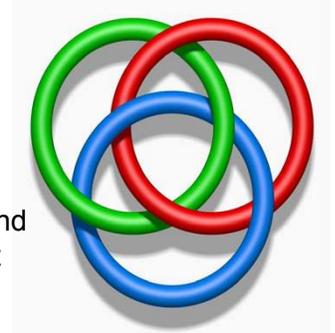
### Making the Connections

In addition to the stature of the association built on these three pillars, there is considerable strength in their intersections. Each of the three competencies complements and supports the others. The open exchange of knowledge about product design, development, marketing and use, drives the consensus standards development process. These standards in turn are used extensively in regulations at all levels of government. Understanding the regulatory intentions of government guides the knowledge exchange that leads to standards development – and the cycle continues.

When all these elements are working together, ISEA will be a strong and growing association.

A strong membership base, broadly representative of the companies that manufacture PPE and their partners in the marketplace, ensures that the association has the resources in people, knowledge and dollars to succeed in its mission. Membership growth is a constant priority, but maintaining a high level of services to all its members is even more important.

The Strategic Plan recognizes that interconnection and interdependence, and eliminates the separate set of priorities and strategies for “a strong and growing association” that were part of the plan in recent years.



### A SHARED RESPONSIBILITY

The Strategic Plan is an enabling document, not a limiting one. It provides the strategic direction for the association and its staff; but no opportunity will be ignored or dismissed because “it isn’t in the plan.”

While the plan and metrics assigns responsibility to product groups or committees for some strategic targets, the Board believes that the plan should influence all that the association does.

This requires making sure that the leaders in the association - committee and product group chairs especially - understand the plan and their role. The strategic priorities and metrics are communicated to the entire membership, and where appropriate may be included on meeting agendas. The Board of Trustees monitors progress, looking for general indicators as well as completion of specific action plans, putting emphasis on how well the association is meeting members’ needs. The Board also retains the authority to modify the plan where necessary or desirable to accommodate changing conditions.

This ensures that the Strategic Plan continues to be a living document, responsive to the needs of a dynamic industry and association.

## THE MISSION

The mission of the International Safety Equipment Association is to support and promote the common business interests of its member companies. ISEA members are united in the goal of protecting the health and safety of people worldwide exposed to hazardous and potentially harmful environments.

The association provides the forum through which its members can work to:

- Promote the standardization of safety equipment
- Represent the industry's interests before governmental bodies, and interpret government actions to the industry
- Collect and disseminate information about the industry
- Maintain links to other organizations in the safety industry worldwide
- Promote the proper use of personal protective equipment as essential to worker safety and health
- Develop and deploy training and education programs for members, users and stakeholders

## STANDARDS AND TECHNOLOGY

**Desired Outcome: ISEA is a recognized leader in safety equipment standards development.**

Workers are better protected when they wear and use personal safety equipment that meets established performance standards. ISEA member companies develop consensus standards, promote their use in regulation and the marketplace, and work toward the goal of harmonizing standards for safety equipment around the world.

### Strategies

1. Provide efficient and effective management for development, maintenance and interpretation of safety equipment standards and manage a process to identify opportunities to develop new standards and ensure that existing standards are relevant.
  - ISEA standardization activities will have broad and active participation of member companies.
  - ISEA standards will achieve consensus through effective outreach programs.
  - ISEA will train product groups and company managers about ISEA standard programs.
2. Promote the use of safety equipment that meets established performance standards.
  - Actively promote broad acceptance of new standards by regulators and government bodies.
  - Inform users of how compliance with product standards enhances safety.
  - Develop and publish use and selection guides to accompany standards.
3. Pursue global standards development opportunities.
  - Pursue international secretariats and TAG administrations where desired by product groups.
  - Educate members and users on global standards programs

## GOVERNMENT RELATIONS

**Desired Outcome: ISEA is the leading advocate for public policies in the U.S. and globally that favor worker protection through the use of safety equipment that meets established standards, and for the companies that make and sell that safety equipment.**

The health of the safety equipment industry is enhanced by laws and regulations favorable to worker health and safety, enforcement of the use of safety equipment that meets established standards, and policies that enhance companies' ability to do business globally. ISEA is recognized as the leading voice of the safety equipment industry in appropriate levels of government, and the association ensures that members are informed of, and involved with, government issues that affect their products and companies.

### Strategies

1. Provide a consistent communications program to inform members and policy makers about issues important to the safety equipment industry.
  - Track legislation and regulations, policies and proposals important to safety equipment and the industry, and report regulatory to the membership.
  - Educate members about government assistance available to US companies, and foreign laws and regulations that affect member companies and products.
  
2. Build the influence of the association at all appropriate levels of government.
  - Maintain an active Government Relations Committee with high-level executive participation to provide policy guidance and oversight on domestic government issues that affect members and the industry.
  - Maintain professional government expertise on staff, with consistent contact with government officials at appropriate levels whose decisions affect the industry, and allied organizations (associations, societies, unions, interest groups) who promote worker safety and health.
  - Identify opportunities to influence policies in government on behalf of the industry and consistent with association policies and positions.
  - Develop association positions on issues and policies important to members, and articulate them to legislators, regulators and policy-makers.
  - Assist members in their dealings with legislative and regulatory agencies, where appropriate and consistent with association policies and positions.
  - Influence government agencies to rely on consensus standards, and keep agency staff informed about new standards and standards in development.

**Desired Outcome: ISEA is the forum for the safety equipment industry, providing information, training and assistance to member companies, market partners and the users of safety and personal protective equipment and technologies.**

ISEA helps its member companies keep track of government, standards and global market issues that are timely and germane to their business. It also reaches out to users and purchasers, to help them understand the economic benefits of protecting workers through use of safety equipment that meets established performance standards.

### Strategies

1. Provide timely and accurate information services to member companies, government officials, purchasers and users of safety equipment.
  - Establish ISEA as a global resource for information about worker safety equipment: standards, selection and use.
  - Provide member companies with automated access to current information through the ISEA Web site and other media.
2. Plan, organize and conduct meetings, conferences and training that make the most effective use of time to provide education and information.
3. Develop and provide programs that help companies identify potential markets, opportunities and trends.
4. Meet member needs for market data through product sales reporting programs.
5. Partner with other organizations globally to build international awareness of, and participation in, ISEA and its programs and services.
6. Support the QSSP program and expand training and education programs.