

Minnesota Department of Labor and Industry

**Minnesota Occupational Safety and Health
Workplace Safety Consultation**

Strategic Management Plan

**Federal-fiscal-years
2014 through 2018**



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Minnesota OSHA Workplace Safety Consultation

Strategic Management Plan *Federal-fiscal-years 2014 through 2018*

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Section 1: Mission and vision

Introduction

The Minnesota Occupational Safety and Health Administration (MNOSHA) program is administered by the Minnesota Department of Labor and Industry. The program was established by the Minnesota Legislature with the passage of the Minnesota Occupational Safety and Health Act of 1973. The program became effective Aug. 1, 1973. The MNOSHA Workplace Safety Consultation program (21(d)) was established in Minnesota on Sept. 15, 1981. Final state plan approval was obtained July 30, 1985.

Mission

By passing the Minnesota Occupational Safety and Health Act of 1973 (Minnesota Statutes Chapter 182), the Minnesota Legislature declared the program's purpose and policy to "... assure so far as possible every worker in the state of Minnesota safe and healthful working conditions and to preserve our human resources ..." (Minnesota Statutes § 182.65, subd. 2).

Consistent with this legislative intent, the Minnesota OSHA mission is to make sure every worker in the state of Minnesota has a safe and healthful workplace.

This mandate involves the application of a set of tools by MNOSHA, including standards development, enforcement, compliance assistance and outreach, which enable employers to maintain safe and healthful workplaces.

The mission of MNOSHA Workplace Safety Consultation (WSC) is to save lives, prevent injuries and protect the health of Minnesota workers. To accomplish this, WSC is working annually with more than 900 employers and impacting more than 10,000 employees covered by the Minnesota Occupational Safety and Health Act of 1973.

Vision

MNOSHA is striving for the elimination of workplace injuries, illnesses and deaths so that all of Minnesota's workers can return home safely. To accomplish this, MNOSHA believes the workplace must be characterized by a genuine, shared commitment to workplace safety by both employers and workers, with necessary training, resources and support systems devoted to making this happen.

The MNOSHA Workplace Safety Consultation vision is to be a leader in promoting occupational safety and health to employers and employees and make Minnesota's workplaces the safest in the nation.

In light of this vision, MNOSHA WSC will be results-oriented, using data proactively to identify workplaces where compliance assistance is most needed and implementing a wide range of approaches to compliance assistance that meet the needs of employees and employers, and effectively uses the state's resources.

Aligning with federal OSHA and the Minnesota Department of Labor and Industry

MNOSHA Workplace Safety Consultation's Strategic Management Plan follows closely with federal initiatives. The plan serves as a mechanism for communicating a shared set

of expectations regarding the results that WSC expects to achieve and the strategies it will use to achieve them. WSC will adjust the plan as circumstances necessitate, use it to develop the annual performance plan and grant application, report about progress in annual performance reports and monitor program accountability for achieving the goals and outcomes.

The Strategic Management Plan also aligns itself with the Minnesota Department of Labor and Industry (DLI) mission to ensure Minnesota's work and living environments are equitable, healthy and safe. The agency oversees the state's programs for apprenticeship, construction codes and licensing, occupational safety and health, wage and hour standards, and workers' compensation.

By developing the MNOSHA Workplace Safety Consultation Strategic Management Plan for federal-fiscal-years 2014 through 2018, WSC is aligning itself in many ways with federal OSHA's and DLI's visions, goals and strategies for supporting and achieving successful and productive workplaces.

Section 2: Strategic challenges and direction

Introduction

In developing its strategic direction and goals, staff members considered the occupational safety and health landscape, and examined past, present, and future trends and issues to assess Workplace Safety Consultation's current programs and strategies, and to determine if new or different priorities were appropriate. A summary of the key issues identified is provided below.

Strategic challenges

Challenge 1: MNOSHA oversees a large, diverse population of employers and workers.

According to the "Minnesota Job Outlook to 2020," *Supplement to Minnesota Employment Review (July 2012)*, total employment in Minnesota is projected to expand by 368,000 jobs between 2010 and 2020, reaching more than 3.1 million jobs by 2020. The projected increase is a reversal of the previous 10 years (2000 through 2010) when the state lost 72,000 jobs because the state's economy was hammered by two national recessions, including the most severe recession since the Great Depression. Recovery from the steep job losses experienced between 2008 and 2010 will boost job growth in Minnesota during the next few years, but job growth will slow during the second half of the decade. Baby-boom retirements will slow labor force growth. The moderate job growth combined with slower labor force growth will push Minnesota's unemployment down below 4 percent by the end of the decade.

Job growth during the next decade will average 1.3 percent a year, a pace similar to job growth experienced in 2011, and the average achieved between 2004 and 2006. After adding roughly 54,000 jobs a year in the 1990s, and then losing 7,000 jobs on average during the 2000s, the state is projected to add an average of 36,800 annually during the next decade.

Minnesota's total employment is projected to increase 13 percent during the 2010 through 2020 period, compared to the 14.3 percent projected for U.S. employment during the same time period. Minnesota's employment rate dropped less than the nation's during the previous 10 years – 2.2 percent for the state, compared to 2.4 percent nationwide.

More than 90 percent of the primary U.S. industries are represented in Minnesota, from agricultural goods to financial and health services to high technology. Safety and health hazards exist in these industries in varying degrees and forms. Some industries, such as construction and manufacturing, are inherently more hazardous than others.

Challenge 2: Emerging issues in health, safety and emergency preparedness present continuing challenges that need to be addressed during the planning horizon.

Workers face a broad range of emerging health and safety issues that need to be considered as Workplace Safety Consultation establishes its future direction. In the health area, these include emerging threats from occupational asthma, obstructive lung disease, mixed exposures to new combinations of chemicals and exposures to ultra-fine particulates, including manmade vitreous fibers, such as fibrous glass. In safety, emerging issues include hazards associated with communications tower construction, wireless communications, hearing loss in construction workers and difficulties in reaching the expanding population of mobile workers.

Emergency preparedness continues to be a prominent issue that will require ongoing attention and resources. Minnesota OSHA's *Contingency Plan for Response to Catastrophic Events* was developed to ensure MNOSHA is prepared to respond as quickly as possible to catastrophic events that may affect the health or safety of employees in the state. MNOSHA's plan needs to remain compatible with the *Minnesota Emergency Response Plan*, the statewide plan encompassing all responding agencies. To ensure ongoing coordination among state responders, MNOSHA will continue to participate as a member of the state's Emergency Response Preparedness Committee. Additional activities will be undertaken, as necessary, to improve MNOSHA's readiness.

Providing beneficial technical support about emergency preparedness to Minnesota employers and maintaining a staff with technical expertise will be ongoing challenges for MNOSHA Workplace Safety Consultation. Its plan is to participate in providing training and outreach assistance to Minnesota employers and employees. Additional activities will be undertaken, as necessary, to improve WSC's readiness and ability to provide adequate assistance.

Challenge 3: WSC must ensure new business owners are educated about MNOSHA requirements and the value of effective occupational safety and health programs.

The value of safety and health programs needs to be communicated to the owners and operators of new or expanding businesses. These new businesses will need help in crafting safety and health programs and complying with regulations designed to prevent injuries and illnesses. The ability to effectively communicate the value of safety and health programs and the components of an effective program is necessary to help business develop and implement such programs, complying with safety and health regulations. MNOSHA Workplace Safety Consultation will continue to seek opportunities to provide safety and health outreach and training to new employers.

Challenge 4: Continuing to improve training and retention of a qualified, knowledgeable and proficient staff is an ongoing challenge.

MNOSHA Workplace Safety Consultation's success as a leader in occupational safety and health depends on the knowledge and proficiency of its personnel, to address new and emerging safety and health issues. Training to strengthen the expertise of current personnel continues to be improved. Professional development and certification programs for personnel must continue to be encouraged and supported. More importantly, maintaining a productive and innovative program will maintain the consultation program's ability to attract highly qualified applicants. Retention of experienced, competent personnel is vital to MNOSHA Workplace Safety Consultation's success in reaching the goals established in this strategic plan.

These key issues, while not exhaustive, provide a context for analyzing WSC's existing programs and guide the development of its goals and strategies.

Challenge 5: Workplace Safety Consultation must work to reach small, high-hazard employers and workplaces with known high rates of injury and illness.

Workplace Safety Consultation must continue to seek methods to increase exposure and credibility to small, high-hazard employers and workplaces with higher than average rates of injury and illness that do not otherwise invest in workplace safety and health. Improving and maintaining not only the hazard recognition skills of consultants, but also their safety and health management assessment skills, will improve WSC's effectiveness

and credibility in providing a value-added service. Developing performance measurement techniques that demonstrate WSC's positive impact on workplace safety and health must also be further identified.

MNOSHA Workplace Safety Consultation programs

MNOSHA Workplace Safety Consultation supports the Department of Labor and Industry's strategic direction of promoting a safe and productive environment for Minnesota workplaces, as well as being a leader in promoting workplace solutions.

- **Loggers' Safety Education Program** – WSC administers Minnesota Statutes 176.130 to ensure Minnesota loggers have the opportunity to obtain safety training. State funds are redistributed to logger employers through an assessment collected from the wood mills upon completion of safety training by their employees.
- **Workplace Violence Prevention Program** – This program helps employers and employees deal with the increasing incidence of violence in the workplace. The program develops common sense preventive measures and informs employers and employees about how to prevent violence and what to do when confronted with a violent situation.
- **Minnesota STAR Program** – The Minnesota STAR (MNSTAR) Program is a voluntary protection program available to Minnesota employers. It relies on the concept of self-assessment by the requesting employers following federal criteria. This program affords the employer the opportunity to become involved in an effort to improve safety and health through cooperation among employees, management and government.
- **Conferences**** – WSC staffs information booths at the Minnesota Safety Council's annual conference and at other Minnesota safety-related conferences. WSC consultants are available to answer questions about WSC, its program and any safety or health technical issue from the attendees. WSC regularly presents at the Minnesota Safety Council's conferences about topics including: safe patient-handling; health care compliance with codes and standards; hazard communication; and safety and health achievement recognition programs that award qualified employers that have outstanding safety and health results. WSC also participates in the presentation of the Arthur E. McCauley Jr. Safety Award during the Governor's Safety Awards Luncheon.
- **Alliance Program**** – The Alliance Program is an agreement between WSC and other groups committed to worker safety and health, to prevent workplace fatalities, injuries and illnesses. These groups include unions, consulates, trade or professional organizations, businesses and educational institutions. WSC and the groups work together to develop compliance assistance tools and resources, share information with workers and employers, and educate workers and employers about their rights and responsibilities.
- **Ergonomics Outreach Program** – This program offers assistance and resources to employers and employees focusing on the identification and elimination of workplace risk-factors associated with work-related musculoskeletal disorders (WMSDs). Consultants work with employers and industry groups, conducting on-site ergonomics assessments and providing training in an effort to improve safety management techniques, workplace safety practices and working conditions.

- **Safe Patient Handling** – Minnesota’s Safe Patient Handling Act was passed in 2007 (Minnesota Statutes 182.6551 through 182.6553), requiring licensed health care facilities in Minnesota to adopt a written safe-patient-handling policy and establish a safe-patient-handling committee. It required establishment of a written plan to minimize manual lifting of patients through the use of patient-handling equipment. A sample program for nursing homes and hospitals was developed. The WSC safe-patient-handling Web page on the DLI website is continually updated to include new safe-patient-handling information when it becomes available. The sample program and links to outside sites are also available there. In 2009, the Safe Patient Handling in Clinical Settings bill was passed (Minnesota Statutes 182.6554). The statute requires every clinical setting that moves patients, to develop a written safe-patient-handling plan. As a result, additional work has been done with the Minnesota Dental Association to help its clients understand requirements of the Safe Patient Handling Act as it applies to dental establishments. A sample safe-patient-handling program for clinical settings has been developed.
- **Minnesota Safety and Health Achievement Recognition Program (MNSHAR)*** -- This program provides incentives and support to smaller, high-hazard employers to work with their employees to develop, implement and continually improve the effectiveness of their workplace safety and health programs. The goal of the program is to reduce injury and illness rates below the national average for the employer’s industry. Employers that meet all requirements for MNSHARP status are exempt from programmed inspections for two to three years.
- **Inspection Deferral Program (Pre-SHARP)*** – An employer that meets all of the eligibility requirements for the MNSHARP program, corrects all hazards identified during a consultation visit and shows reasonable promise of achieving milestones and time frames agreed upon with a consultant may be granted inspection deferral. The deferral time frame recommended by the WSC project manager, including extensions, will not exceed a total of 18 months from the expiration of the correction due date(s). Among other requirements, the employer must be capable of reducing the worksite’s lost-workday injury and illness (LWDII) rate and total recordable case rate (TRCR) to below the industry national average within the deferral period.
- **Safety and Health Educational Outreach Program**** – This program offers workshops to help educate employers and employees about workplace safety and health hazards, and the OSHA standards addressing them. Its aim is to assist employers in implementing and maintaining effective safety and health programs, with the goals of lowering injury and illness rates and reducing workplace injury costs.
- **Labor Management Safety Committee Program**** – This program emphasizes the labor-management safety committee structure through a joint effort with the Bureau of Mediation Services. This program reinforces the importance of labor-management cooperation in workplace safety issues and helps prevent workplace injuries.
- **Safety Hazard Abatement Grant Program*** – The Assigned Risk Safety Account was established to allow businesses to receive grants to assist in covering the cost of the following to meet criteria established by on-site safety and health inspections: obtaining safety equipment and/or training; operating or maintaining equipment; or purchasing or renting real property.
- **Construction Outreach Program*** – This program is an innovative outreach program with emphasis on training and education for the industry. The program also

focuses on minorities working in the construction industry and young workers who are interested in a construction trade. Working relationships have been established with other state agencies, local community-based associations, and professional and labor organizations to promote construction-site safety and health through ongoing training sessions and meetings. The program will maintain an ongoing emphasis on Hispanic workers. The training curriculum will include topics covered under the OSHA 500 courses, along with other pertinent topics, such as: residential construction; control of hazardous energy; standards updates; National Fire Protection Association's 70E fire prevention standard; ergonomics; employee right-to-know/new HazCom; silica; hearing conservation; and safety and health management. Training material is being translated and presented in Spanish and placed on the website.

Note: * = 21(d) only; ** = 21(d)/23(g); and the remaining programs are 23(g).

MNOSHA Workplace Safety Consultation's strategic direction

The MNOSHA Workplace Safety Consultation program has continued to evolve and improve to better serve Minnesota workplaces. Since its inception, the program has provided a beneficial service to small, high-hazard employers. Services provided by MNOSHA Workplace Safety Consultation, such as on-site consultation surveys, outreach, training and education, cooperative programs (MNSTAR Program and MNSHARP), safety grants and technical assistance, will continue to provide needed support and assistance to employers and employees in their endeavor to provide safe and healthful work environments. These assistance programs will be redirected as needed to improve effectiveness in addressing emerging safety and health issues. Since MNOSHA was established, occupational fatality and injury rates have declined significantly. Federal OSHA, the Minnesota Department of Labor and Industry and Minnesota OSHA remain committed to protecting workers. However, during the past several years these agencies have taken a more balanced approach to the mission of safety and health, recognizing the vast majority of employers take their responsibility to provide a safe and healthy work environment very seriously. Compliance assistance, outreach, education and cooperative programs will continue to provide the support needed to help employers and workers achieve a safe and healthy work environment, while strong, fair and effective enforcement of safety and health regulations create incentives for employers to address safety and health issues. To address the major challenges previously identified, MNOSHA Workplace Safety Consultation's goals will continue to reflect the following.

Focus resources in the areas that provide a maximum return on investment.

Minnesota OSHA possesses substantial capabilities that have been developed and refined throughout many years. Given the large number and variety of workplaces, MNOSHA Workplace Safety Consultation must continually evolve its strategic surveillance capabilities to identify the most significant safety and health risks, determine what is causing them and implement appropriate programs to minimize the risks.

Make greater progress through compliance assistance, outreach and cooperative approaches to create a deeply ingrained Minnesota culture that values and fosters safe and healthy workplaces.

Effective management and implementation of workplace safety and health programs add significant value to individuals and companies by reducing both the extent and the severity of work-related injury and illness. Where these practices are followed, injury and illness rates are significantly less than rates at comparable worksites where

implementation is not as comprehensive. The value of safety and health programs needs to be communicated to the owners and operators of existing, new or expanding businesses. These businesses need help in crafting safety and health programs and complying with regulations designed to prevent injuries and illnesses. Identified hazards and deficiencies in existing mandated safety and health programs must be related to specific attributes that are necessary to create an effective safety and health management system. Acknowledgement must also be given where safety and health management attributes have been effectively implemented.

Ensure Workplace Safety Consultation has the expertise and capabilities, now and in the future, to carry out its leadership responsibilities for workplace safety and health.

MNOSHA Workplace Safety Consultation's effectiveness, especially in carrying out its leadership responsibilities, requires that it be widely respected and seen as technically competent, beneficial, innovative and "leading the charge" in improving workplace safety and health. In keeping with this view, MNOSHA Workplace Safety Consultation will continue to provide a wide range of training opportunities to staff members so they are well-equipped to represent the MNOSHA program. In addition, MNOSHA Workplace Safety Consultation has developed and will continue to maintain valuable relationships with several safety and health organizations. Participation in OSHCON and maintaining ongoing communication with federal OSHA will retain avenues for information exchange. MNOSHA Workplace Safety Consultation must also continue to develop its expertise and capabilities to improve data collection and analysis so that efforts are targeted properly and have the credibility necessary to accomplish goals.

Concentrate efforts to guide MNOSHA Workplace Safety Consultation toward an environment that fosters innovation, flexibility and creativity.

Minnesota OSHA strives to be a leader in development and implementation of progressive methods and systems, both internally with its own staff and externally with clients and stakeholders. It remains committed to finding solutions to tackle the strategic challenges outlined in this report and will work toward successful accomplishment of program goals.

Section 3: Goals and strategies

Introduction

In support of federal OSHA’s initiatives, as well as the Minnesota Department of Labor and Industry’s overall vision, MNOSHA developed performance goals. These goals set specific targets for a significant reduction in fatalities, injuries and illnesses during the plan period.

To better demonstrate the linkage between its activities and these very broad outcomes of reducing fatalities, injuries and illnesses, MNOSHA will also track results in specific areas that receive priority during the plan period. These MNOSHA areas of emphasis will be analyzed and revised each year based on the results of operations and new issues that demand attention.

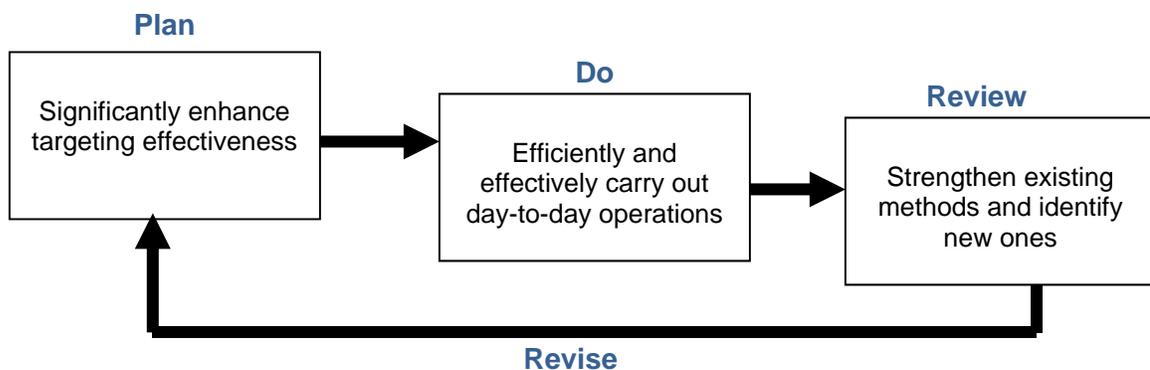
Goals

MNOSHA has established three specific supporting goals that will guide its efforts during the next several years.

1. Reduce occupational hazards through on-site consultations and technical assistance.
2. Promote a safety and health culture through compliance assistance, outreach, cooperative programs and strong leadership.
3. Maximize MNOSHA Workplace Safety Consultation’s effectiveness and efficiency.

Strategies

The MNOSHA Workplace Safety Consultation goals presented on the following pages include performance targets and strategies that explain how the program will achieve them. Strategies for the first two goals follow the “plan – do – review” pattern illustrated below. The third performance goal focuses more internally, elevating some pressing management and operational challenges to a strategic level.



Goal 1: Reduce occupational hazards through on-site consultations and technical assistance.

MNOSHA Workplace Safety Consultation's success, in many respects, depends on one-to-one interactions with employers and their employees. These interactions include on-site consultations and providing assistance, training and guidance; all are designed to address unsafe and unhealthy working conditions.

Note: MNOSHA, using Minnesota-specific data, identified and selected industries for inspection emphasis during the plan period through a combination of factors, including the number of workers in the industry and the industry's lost-workday injury and illness rate (a measure of both frequency and severity).

How Progress in Achieving this Goal Will be Assessed	Baseline 9/30/13	FFY 14 Target	FFY 15 Target	FFY 16 Target	FFY 17 Target	FFY 18 Target
Outcomes						
1. Reduce Total Recordable Cases (TRC) (Rate)	BLS data CY 5-year average using the 5 years prior to the target year ³ CY 2008-2012 avg: TBD	³ Reduction in TRC from the previous 5-year avg	³ Reduction in TRC from the previous 5-year average	³ Reduction in TRC from the previous 5-year average	³ Reduction in TRC from the previous 5-year average	Consistent reduction over 5-year Plan
2. Reduce fatality rate ¹ for fatalities within MNOSHA's jurisdiction	⁴ DEED & MNOSHA data FY 5-year average using the 5 years prior to the target year FY 2009-2013 avg: TBD	Reduction in fatality rate from the previous 5-year avg	Reduction in fatality rate from the previous 5-year avg	Reduction in fatality rate from the previous 5-year avg	Reduction in fatality rate from the previous 5-year avg	Consistent reduction over 5-year Plan
3. Number of hazards identified & establishments visited:						
a) Total hazards identified / establishments visited	5000/900 (includes private & public sector)	3500/715 (private sector) 500/120 (public sector)	3500/715 (private sector) 500/120 (public sector)	3500/715 (private sector) 500/120 (public sector)	3500/715 (private sector) 500/120 (public sector)	3500/715 (private sector) 500/120 (public sector)
b) Establishment emphasis ²	N/A	60% of all programmed inspections	62% of all programmed inspections	63% of all programmed inspections	64% of all programmed inspections	65% of all programmed inspections
1. Consultation/ <u>Inspection emphasis</u> 23 Construction 311 Food mfg 312 Beverage & tobacco product mfg 321 Wood product mfg 323 Printing & related support activities 326 Plastics & rubber products mfg 327 Nonmetallic mineral product mfg 331 Primary metal mfg 332 Fabricated metal product mfg 333 Machinery mfg 336 Transportation equipment mfg 337 Furniture & related product mfg 424 Merchant wholesalers, nondurable goods 441 Motor vehicle & parts dealers 721 Accommodation 811 Repair & maintenance Public Sector (State & Local Gov't & Schools) 2. <u>National Emphasis Programs</u> Amputations – General Industry Combustible Dust – General Industry Lead – Health PSM – Health Silica – Health Trenching Hazards – Construction 3. <u>Local Emphasis Programs</u> Foundries – General Industry & Health Grain Facilities – General Industry Healthcare – General Industry Hexavalent Chromium - Health Meat Packing – Gen'l Industry & Health Noise & Respiratory Hazards – Health Window Washing – General Industry 4. <u>Pilot Emphasis Program</u> Temp Employees & Employment Agencies						
c) Ergo, Safe Patient Handling & Workplace Violence, including hospitals, surgical centers, nursing homes and other long-term care facilities	Current practice	Ongoing support of MNOSHA's Ergo, SPH & Workplace Violence effort	Ongoing support of MNOSHA's Ergo, SPH & Workplace Violence effort	Ongoing support of MNOSHA's Ergo, SPH & Workplace Violence effort	Ongoing support of MNOSHA's Ergo, SPH & Workplace Violence effort	Ongoing support of MNOSHA's Ergo, SPH & Workplace Violence effort

¹Fatality rate is calculated as the number of fatalities per 100,000 workers: (# MNOSHA fatalities in prior FFY / # of MN employed workers) x 100,000

²The quantity of programmed inspections is variable; therefore no defined number is provided.

³BLS data for the last year of five-year average is not available until October.

⁴Minnesota Department of Employment and Economic Development

Strategy 1-1: Improve targeting to maximize the impact of consultation assistance.

Actions:

- a. Develop strategies to better identify establishments that would benefit from consultation services.
- b. Communicate priorities and effective approaches.
- c. Research new sources for information to identify best targets.

Strategy 1-2: Reduce hazards by intervening at worksites through on-site consultations and training

Actions:

- a. Perform on-site consultations.
- b. Analyze the effectiveness of each worksite's safety and health management system.
- c. Relate identified safety and health deficiencies to safety management attributes and acknowledge effectiveness where identified.
- d. Conduct formal training and interventions in areas of safety and health that directly impact existing injury and illness trends.
- e. Promote MNSHARP to employers that show commitment to improving workplace safety and health.
- f. Support strategic initiatives within Minnesota OSHA.

Strategy 1-3: Improve effectiveness of on-site consultations, training and interventions.

Actions:

- a. Analyze results and effectiveness of consultation activities to determine their impact on fatality, injury and illness rates.
- b. Identify and implement adjustments that will increase the impact of consultation visits.
- c. Analyze the effectiveness of consultation assistance and identify needed changes.
- d. Respond timely to requests for consultation services.
- e. Support alliances and other cooperative efforts with employers, professional organizations, labor organizations and community-based groups.

Goal 2: Promote a safety and health culture through consultation assistance, outreach, cooperative programs and strong leadership.

All Minnesota OSHA programs are designed to reduce fatalities, injuries and illnesses, but the approaches differ depending on the circumstances and nature of the underlying cause of the problem. One-to-one relationships with employers and employees are achieved by several methods and will always be necessary to ensure relationships promoting workplace safety and health. At the same time, lasting solutions will come about because employers, workers and many others embrace a workplace safety and health culture. From MNOSHA’s perspective, the resources it devotes to realizing this goal have the potential to multiply its effectiveness by instilling safety and health values among the broad population and enlisting them in pursuing the same goals. Achieving this goal will require concerted effort, enhancement of MNOSHA’s compliance assistance skills, innovation and continued dedication to safety and health ideals.

How Progress in Achieving this Goal Will be Assessed	Baseline 9/30/13	FFY 14 Target	FFY 15 Target	FFY 16 Target	FFY 17 Target	FFY 18 Target
1. Increase or maintain in:						
a. Number of participants in MNSHARP	MNSHARP: 45	2 new 4 re-certs				
b. Number of participants in pre-MNSHARP	Pre-MNSHARP: 5	Maintain	Maintain	Maintain	Maintain	Maintain
c. Voluntary Protection Programs (MNSTAR).	MNSTAR: 33	1 new 3 recerts				
d. Number of new alliance partnerships	Active Alliances: 10	1 new				
e. Number of training and intervention sessions	250	Maintain	Maintain	Maintain	Maintain	Maintain
2. Maintain total number of people participating in WSC outreach/training in areas such as: Total --	FY 2012 8500	Maintain	Maintain	Maintain	Maintain	Maintain
a. Youth						
b. Immigrant employers and employees						
c. Emerging businesses						
d. Construction						
e. Manufacturing						
f. Discrimination						
g. Other strategic plan compliance						
h. Public sector						
3. Participate in homeland security efforts at state and national levels	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
4. Maintain response time and/or service level to stakeholders in areas such as: a) Telephone inquiries and assistance b) Written requests for information c) MNOSHA website information/updates	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Strategy 2-1: Improve MNOSHA's ability to identify opportunities where compliance assistance, leadership, outreach and cooperative programs will maximize impact.

Actions:

- a. Identify new opportunities in the following areas to significantly improve workplace safety and health – youth immigrant employers and employees, small businesses (particularly in special emphasis areas) and emerging businesses.
- b. Promote training, outreach and technical assistance services to high-hazard industries, including strategic-plan industries, through participation in conferences, seminars, business and labor association meetings, etc.
- c. Use Web-based, social media and other technologies to promote safety and health.
- d. Analyze opportunities, establish focus, set priorities, specify targets and communicate best practices.

Strategy 2-2: Promote a safety and health culture throughout Minnesota's worksites.

Actions:

- a. Support and strengthen relationships with public and private organizations that represent safety and health best practices.
- b. Increase public understanding of safety and health as a value in businesses through compliance assistance and communication strategies.
- c. Promote and increase involvement in recognition programs and partnerships.
- d. Provide expertise and support to other state agencies that provide services to minorities, youth, and contract employers and employees.

Goal 3: Maximize MNOSHA Workplace Safety Consultation’s effectiveness and efficiency

Success in achieving the preceding goals requires MNOSHA Workplace Safety Consultation monitor and respond to events in a rapidly changing world. WSC has determined it needs to: improve its analytical and evaluation capabilities; ensure the MNOSHA staff has the knowledge, skills and abilities to address emerging health and safety issues; examine its approaches to addressing occupational health issues; and improve its use of information technology. These issues and others that were identified will be addressed through strategies and actions that follow.

How Progress in Achieving this Goal Could Be Assessed	Baseline 9/30/13	FFY 14 Target	FFY 15 Target	FFY 16 Target	FFY 17 Target	FFY 18 Target
1. Maintain professional development opportunities for consultants based on current and emerging issues in workplace safety and health.	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
2. Workforce development and retention plan	Current practice	Evaluate existing workforce plan	Draft updates to existing plan based on evaluation	Finalize updates and implement changes to plan	Evaluate effectiveness of updated plan	Ongoing evaluation and updates as necessary
3. Monitor and improve systems and processes to ensure the business needs of MNOSHA, the requirements of Federal OSHA, and the services provided to stakeholders, are met.	Current practice	1) Review consultation report files 2) Review client feedback surveys 3) Review uncorrected hazards, report lapse time and MARC reports	Ongoing	TBD	TBD	TBD

Strategy 3-1: Improve MNOSHA Workplace Safety Consultation's performance measurement capabilities and accuracy.

Actions:

- a. Improve the quality, timeliness and availability of MNOSHA information.
- b. Improve MNOSHA's ability to measure outcomes and program effectiveness.
- c. Use customer communication as an information resource through direct customer feedback and customer evaluation surveys.
- d. Improve MNOSHA's access to timely and accurate safety and health data, including identification of alternative data sources.

Strategy 3-2: Improve existing capabilities and strategic management of human resources.

Actions:

- a. Ensure MNOSHA Workplace Safety Consultation has the skills, capabilities and diversity to accomplish its mission by conducting a comprehensive workforce skills assessment and implementing a workforce development plan.
- b. Develop future leadership through internal training.
- c. Recruit and retain talent within MNOSHA Workplace Safety Consultation.

Strategy 3-3: Improve the efficiency of MNOSHA Workplace Safety Consultation's processes and activities.

Actions:

- a. Remain current with new and revised MNOSHA standards, rules, guidelines and procedures.
- b. Ensure new MNOSHA requirements are supported by training and assistance as necessary.
- c. Improve capabilities for evaluating costs and benefits of activities and processes, and pursue opportunities to improve efficiencies.
- d. Continue to improve integration of MNOSHA's budget relative to the strategic plan.
- e. Improve MNOSHA's ability to identify and respond to emerging safety and health trends.
- f. Meet MARC performance requirements.