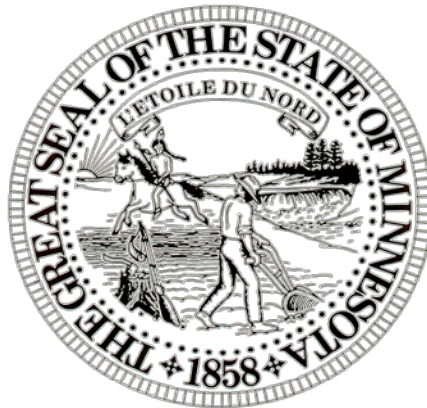Minnesota Dept. of Labor and Industry

Minnesota Occupational Safety and Health (MNOSHA)

STRATEGIC MANAGEMENT PLAN

Federal Fiscal Years
2019 - 2023

July 2018

MNOSHA

Strategic Management Plan

FFY 2019 - 2023

Table of Contents

Page

Introduction

The Minnesota Occupational Safety and Health (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 on August 1, 1973. The MNOSHA Workplace Safety Consultation program (21(d)) was established in Minnesota on September 15, 1981.
Final State Plan approval was obtained on 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 Statute §182.65, subd. 2) Consistent with this legislative intent, Minnesota OSHA's 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 is to save lives, prevent injuries and protect the health of Minnesota workers.

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 that 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.

MNOSHA's vision is:

"To be a leader in occupational safety and health and make Minnesota's workplaces the safest in the nation."

In light of this vision, MNOSHA will be results-oriented, using data proactively to identify workplace safety and health problems and applying a comprehensive strategy that combines common sense regulations; a firm, fair and consistent enforcement policy; and a wide range of approaches to compliance assistance that meets 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

The MNOSHA 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

MNOSHA expects to achieve and the strategies that it will use to achieve them. MNOSHA will adjust the Plan as circumstances necessitate, use it to develop the annual performance plan and grant application, report on progress in annual performance reports, and monitor program accountability for achieving the goals and outcomes.

The MNOSHA Strategic Management Plan also aligns itself with the Minnesota Department of Labor and Industry's (MNDLI) overall mission. MNDLI's mission is to ensure Minnesota's work and living environments are equitable, healthy and safe. The agency serves employees, employers and the public by regulating buildings and workplaces through education and enforcement.

MNDLI's strategic focus for MNOSHA during FFY2018-2022:

-Reduce workplace injuries, illnesses and fatalities
-Reduce workplace hazards and exposures through inspections and consultative assistance.
-Improve the effectiveness of investigations and consultation assessments by analyzing collected data.
-Educate employers and employees about their rights and responsibilities and the resources available under OSHA laws.

By developing the MNOSHA Strategic Management Plan for FFY 2019-2023, MNOSHA is primarily aligning itself with federal OSHA's and MNDLI's vision, focus, goals and strategies for supporting and achieving successful and productive workplaces.

Introduction

In developing its strategic direction and goals, MNOSHA staff considered the occupational safety and health landscape, and examined past, present, and future trends/issues to assess MNOSHA'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 and diverse population of employers and workers.
According to the "Minnesota Job Outlook to 2024," *Supplement to Minnesota Employment Review (June 2016)*, total employment in Minnesota is projected to expand by 130,000 jobs between 2014 and 2024, reaching more than 3.1 million jobs by 2024. The projected growth is roughly 40 percent higher than the previous 10 years (2004 - 2014) when the state added just 94,000. Most of the projected job expansion will occur over the next five years before tailing off during the second half of the decade as Baby Boomer retirements slow labor force growth and restrict job growth. The moderate job growth combined with slower labor force growth will continue to push Minnesota's unemployment down.

Minnesota's total employment is projected to climb 4.3 percent over the 2014-24 period, compared to the 6.5 percent projected for U.S. employment over the same time period. Minnesota's employment growth trailed the U.S. pace during the previous 10 years, 3.2 percent for the state compared to 4.3 percent nationwide. During this time, four occupational groups are projected to experience job growth above overall job growth – service, construction, professional and related, and installation, maintenance, and repair.

Management, business, and financial jobs along with sales and related, and transportation and material moving occupations, will continue to grow over the next decade but with slower than average job growth.

Challenge 2: Emerging issues in health, safety and emergency preparedness present continuing challenges that need to be addressed during the planning horizon.
Workers continue to face a broad range of emerging health and safety issues that need to be considered as MNOSHA establishes its future direction. In the health area these include threats from occupational asthma, obstructive lung disease, mixed exposures to new combinations of chemicals, and exposures to ultra-fine particulates. In safety, emerging issues include hazards associated with trenches, fall protection, heavy equipment operation, equipment/material loading, and difficulties in reaching the expanding population of mobile workers.

Emergency preparedness continues to be a prominent issue that requires ongoing attention and resources. MNOSHA's "Contingency Plan for Response to Catastrophic Events" exists to ensure that MNOSHA is prepared to respond as quickly as possible to catastrophic events which may affect the health or safety of employees. MNOSHA's plan needs to remain compatible with the Minnesota Emergency Operations 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.

Challenge 3: Ensure that new business owners are educated on OSHA 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. New businesses need help in crafting safety and health programs and complying with regulations designed to prevent injuries and illnesses.

Challenge 4: Continue to improve training and retention of a qualified, knowledgeable, and proficient staff.
MNOSHA's success as a leader in occupational safety and health depends on the knowledge and proficiency of its personnel. Techniques for attracting qualified applicants continue to be

explored and established. Training to strengthen the expertise of current personnel continues to be improved. The skills needed to more effectively reach target audiences, increase credibility with outside partners, and develop performance measurement techniques must be further identified. Professional development and certification programs for personnel must continue to be encouraged and supported. MNOSHA continues to evaluate and update its Workforce Deveopment and Retention Plan--experienced, competent personnel is vital to MNOSHA's success in reaching the goals established in this strategic plan.

MNOSHA Compliance Program

MNOSHA Compliance is responsible for conducting enforcement inspections, adopting standards, and operating other related OSHA activities. In addition to these traditional activities, MNOSHA operates several specialized programs aimed at assisting employers in making their workplaces safer and more healthful. These programs are explained in the table below.

MNOSHA Compliance Programs	
Enforcement	MNOSHA conducts a strong, fair, and effective enforcement program, which includes inspecting worksites, and issuing citations and penalties for violations of health and safety standards. Priorities for inspections include reports of imminent danger, fatalities and catastrophic accidents, employee complaints, investigation of discrimination complaints, referrals from other government agencies, and targeted areas of concern.
Cooperative Programs	MNOSHA enters into voluntary relationships (i.e., Partnerships and Voluntary Protection Programs) with employers, employees, employee representatives and trade and professional organizations to encourage, assist, and recognize their efforts to increase worker safety and health. These programs promote effective safety and health management and leverage the agency's resources.
Compliance Assistance, Outreach Training and Education	MNOSHA develops and provides a variety of compliance assistance programs, outreach and assistance products and services, education and training materials, and courses that promote occupational safety and health. To help employers and employees better understand their obligations, opportunities and safety and health issues, the agency provides services that include: • Conducting regular "Construction Seminars" to provide training and information to construction employers and employees; • Developing and conducting training programs for employer and employee groups; • Participating in training programs conducted by safety and health organizations such as the Minnesota Safety Council, and the Midwest Center for Occupational Health and Safety; • Participating in the Health Partners Occupational Medicine Residency Program, providing MNOSHA information and field inspection experience for occupational medicine physicians.
Information Services	MNOSHA maintains a web page that provides direct access to standards, agency publications, information about upcoming meetings and training seminars, and other OSHA-related information. Questions or requests for information may be submitted by e-mail or by phone. A toll-free number makes MNOSHA readily accessible.
Standards and Guidance	MNOSHA adopts federal OSHA standards by reference and develops state-specific standards when appropriate. Compliance directives are developed to provide guidelines for the enforcement of standards. Guides to compliance are provided to assist employers in complying with major OSHA standards.

Workplace Safety Consultation Programs **[funded by 23g]

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

- **Loggers' Safety Education Program** - Workplace Safety Consultation administers Minn. Stat. 176.130 to ensure Minnesota loggers have the opportunity to obtain safety training. 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 on how to prevent violence and what to do when confronted with a violent situation.

- **MNSTAR Program** - This is a voluntary protection program available to any size employer in Minnesota. The MNSTAR program relies mainly on the concept of self-assessment by the requesting employer and uses the federal VPP criteria. MNSTAR requires the employer's commitment to complete an extensive application, which includes providing WSC with copies of all requested written policies and programs. The employer's TCIR and DART rates must be below the national levels for their industry. Employers who meet all requirements for MNSTAR status are exempt from programmed inspections for three to five years.

- **Ergonomic 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 ergonomic assessments and providing training in an effort to improve safety management techniques, workplace safety practices and working conditions.

- **Safe Patient Handling** – The Safe Patient Handling Act (Minn. Stat. 182.6551 through 182.6553) was passed in 2007, 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 webpage on the DLI website is continuously updated to include safe patient handling information as it becomes available. The sample program and links to outside sites are available there. In 2009, the Safe Patient Handling in Clinical Settings Statute (Minn. Stat. 182.6554) was passed. 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 MN Dental Association to help their 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.

- **MNSHARP Program** - The Minnesota Safety and Health Achievement Recognition Program (MNSHARP) provides incentives and support to smaller, high-hazard employers to work with their employees to develop, implement and continuously 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 their industry.

- **Inspection Deferral Program** – An employer who meets all of the eligibility requirements for the SHARP program, corrects all hazards identified during the consultation visit, and shows reasonable promise of achieving milestones and time frames agreed upon with the consultant may be granted inspection deferral. The deferral time frame recommended by the Consultation 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 their TCR and DART rates below the 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 work-place injury costs.

- **Labor Management Safety Committee Program** - This program emphasizes the labor-management safety committee structure. This program reinforces the importance of labor-management cooperation in workplace safety issues and helps prevent workplace injuries.

- **Safety Hazard Abatement Grant Program** - This program allows businesses to receive grants to assist in covering the cost of: obtaining safety equipment; operating/maintaining equipment; or the cost of training tied to equipment and tuition reimbursement; in order to correct hazards identified during an on-site safety/health hazard survey. An employer can access an on-line application to submit a safety.

- **Construction Outreach Program** – This program is an innovative outreach program with emphasis on training 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. 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, NFPA 70E, fire prevention, ergonomics, employee Right-to-Know/new HazCom, silica, hearing conservation, and safety and health management. Training material has been translated and presented in Spanish and placed on the website.

MNOSHA's Strategic Direction

MNOSHA's programs have continued to evolve and improve to better serve Minnesota workplaces. Since MNOSHA was established, occupational fatality and injury rates have declined significantly. Federal OSHA, MNDLI, and MNOSHA remain committed to protecting workers. Over the past several years, however, these agencies have taken a more balanced approach to the mission of safety and health, recognizing that 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's goals will continue to reflect the following:

Focus MNOSHA resources in those areas that provide a maximum return-on-investment.
MNOSHA possesses substantial capabilities that have been developed and refined over many years. Given the large number and variety of workplaces, it must strengthen 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 inspections, 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 new or expanding businesses. These new businesses need help in

crafting safety and health programs and complying with regulations designed to prevent injuries and illnesses.

Ensure that MNOSHA has the expertise and capabilities, now and in the future, to carry out its leadership responsibilities for workplace safety and health.
MNOSHA's effectiveness, especially in carrying out its leadership responsibilities, requires that it be widely respected and seen as technically competent, innovative, and "leading the charge" in improving workplace safety and health. In keeping with this view, MNOSHA will continue to provide a wide range of training opportunities to staff so they are well equipped to represent the MNOSHA program. In addition, MNOSHA has developed and will continue to maintain valuable relationships with several safety and health organizations. Also, information is exchanged regularly among MNOSHA, other state plan states and federal OSHA at the OSHSPA meetings. MNOSHA 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 toward an environment that fosters innovation, flexibility, and creativity.
MNOSHA 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. MNOSHA remains committed to finding solutions to tackle the "Strategic Challenges" outlined in this report, and will work toward successful accomplishment of program goals.

Introduction

In support of federal OSHA's initiatives, as well as MNDLI's overall vision, MNOSHA developed performance goals. These goals set specific targets for a significant reduction in fatalities, injuries and illnesses over the planning 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 over the planning 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.
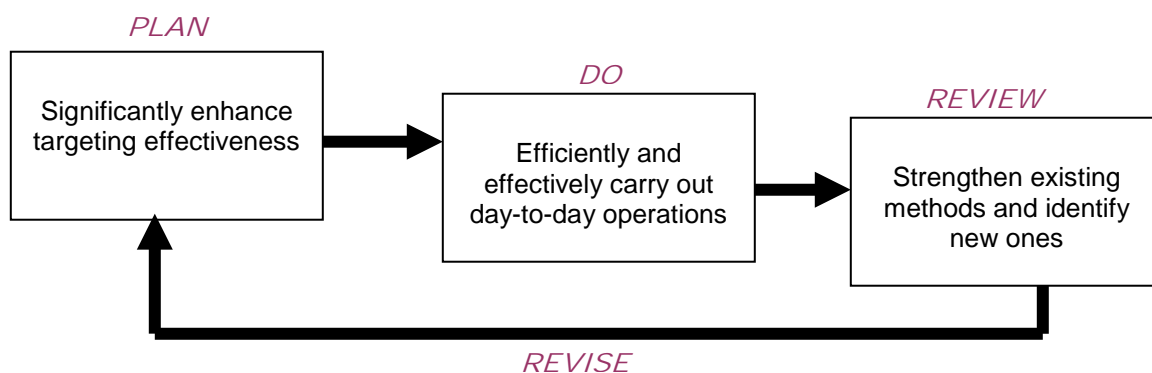
Goals…

MNOSHA has established three specific supporting goals that will guide its efforts over the next several years. They are to:

1. Reduce occupational hazards through compliance inspections

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

3. Strengthen and improve MNOSHA's infrastructure

… and Strategies

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

PLAN → Significantly enhance targeting effectiveness → *DO* Efficiently and effectively carry out day-to-day operations → *REVIEW* Strengthen existing methods and identify new ones → *REVISE*

Goal 1
Reduce occupational hazards through compliance inspections

MNOSHA's success, in many respects, depends on one-to-one interactions with employers and their employees. These interactions include inspecting workplaces 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 9/30/18	FFY 19 Target	FFY 20 Target	FFY 21 Target	FFY 22 Target	FFY 23 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 2013-2017 avg: TBD	[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	[3]Reduction in TRC from the previous 5-year average	[3]Reduction in TRC from the previous 5-year average
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 2013-2017 avg: .659	Reduction in fatality rate from the previous 5-year average	Reduction in fatality rate from the previous 5-year average	Reduction in fatality rate from the previous 5-year average	Reduction in fatality rate from the previous 5-year average	Reduction in fatality rate from the previous 5-year average
3. Number of hazards identified & establishments visited:						
a) Total hazards identified / establishments visited	MNOSHA data FY 2013 – 2017 avg: 4256/2303	N/A	N/A	N/A	N/A	N/A
b) Establishment emphasis[2] 1. Inspection emphasis 23 Construction 311 Food mfg 312 Beverage & tobacco product mfg 321 Wood product mfg 322 Paper manufacturing 326 Plastics & rubber products 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 444 Bldg material & garden equip supplies Public Sector (State&Local Gov't &Schools) 2. National Emphasis Programs Amputations – General Industry Combustible Dust – General Industry Lead – Health PSM – Health & Gen'l Industry Silica – Health Trenching Hazards – Construction 3. Local Emphasis Programs Foundries – General Industry & Health Grain Facilities–Gen'l Industry & Health Healthcare – Gen'l Industry & Health Hexavalent Chromium - Health Isocyanate - Health Meat Packing–Gen'l Industry&Health Window Washing – General Industry	N/A	65% of all programmed inspections	65% of all programmed inspections	65% of all programmed inspections	65% of all programmed inspections	65% of all programmed inspections
c) Ergo, Workplace Violence & Safe Patient Handling, including hospitals, surgical centers, nursing homes	Current practice	Ongoing support of WSC's Ergo, Workplace Violence & SPH effort	Ongoing support of WSC's Ergo, Workplace Violence & SPH effort	Ongoing support of WSC's Ergo, Workplace Violence & SPH effort	Ongoing support of WSC's Ergo, Workplace Violence & SPH effort	Ongoing support of WSC's Ergo, Workplace Violence & SPH effort
4. Percent programmed inspections	MNOSHA data FY 2013-2017 avg: 82%	82%	82%	82%	82%	82%

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

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

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

[4] Minnesota Department of Employment and Economic Development

Strategy 1-1: Improve targeting to maximize the impact of compliance inspections.

Actions:
      a.   Analyze data to better identify establishments for inspections and interventions.
      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 compliance Inspections

Actions:
      a. Perform on-site Inspections at identified programmed worksites.
      b. Perform on-site Inspections at identified unprogrammed worksites.
      c. Perform on-site Inspections at identified public sector worksites.

Strategy 1-3: Improve effectiveness of compliance inspections

Actions:
      a.   Analyze results and effectiveness of compliance inspections to determine their impact on fatalities, injury and illness rates.
      b. Identify and implement adjustments that will increase the impact of compliance inspections.
      c.   Analyze the effectiveness of guidance and standards and identify needed changes.
      d.   Protect discrimination complainants (11c) from adverse action.

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

All MNOSHA 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 9/30/18	FFY 19 Target	FFY 20 Target	FFY 21 Target	FFY 22 Target	FFY 23 Target
1. Increase or Maintain:						
a. Partnerships	# of FFY18 partnerships: 2	Maintain	Maintain	Maintain	Maintain	Maintain
b. Voluntary Protection Programs (MNSTAR)	# of FFY18 MNSTAR sites: 35	1 new and 3 recerts	1 new and 3 recerts	1 new and 3 recerts	1 new and 3 recerts	1 new and 3 recerts
c. Continue to identify compliance assistance opportunities.	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

2. Compliance: Maintain total number of people participating in OSHA outreach/training in areas such as: Total --
 	
   a. Youth
   b. Immigrant employers and employees
   c. Emerging businesses
   d. Construction
   e. Manufacturing
   f. Other strategic plan compliance
   g. Public sector
	FY 2013-2017 avg: 3751	3500	3500	TBD	TBD	TBD

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
- Emerging businesses

    b. Establish collection, tracking and analysis in these areas to determine performance.
    c. Analyze opportunities; establish focus, priorities, and 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.

Success in achieving the preceding goals require that MNOSHA monitor and respond to events in a rapidly changing world. MNOSHA has determined that it needs to improve its analytical and evaluation capabilities, ensure that 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 9/30/18	FFY 19 Target	FFY 20 Target	FFY 21 Target	FFY 22 Target	FFY 23 Target
1. Review rules annually for effectiveness: ongoing evaluation, development of rules, standards, guidelines and procedures.	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
2. Workforce development and retention plan	Current practice	Evaluate and update existing workforce plan	Ongoing evaluation and updates of plan as necessary	Ongoing evaluation and updates of plan as necessary	Ongoing evaluation and updates of plan as necessary	Evaluate effectiveness of updated plan
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)Ongoing – Evaluate/improve consistency and quality of inspection files 2) Complaint process review with workflow analysis	1)Ongoing – Evaluate/improve consistency and quality of inspection files 2) Penalty process review with workflow analysis	1)Ongoing – Evaluate/improve consistency and quality of inspection files 2) TBD	1)Ongoing – Evaluate/improve consistency and quality of inspection files 2) TBD	1)Ongoing – Evaluate/improve consistency and quality of inspection files 2) TBD

Strategy 3-1: Improve MNOSHA'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. 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 has the skills, capabilities, and diversity to accomplish its mission by continuing to utilize its workforce development plan.
    b. Develop future leadership through staff training, and reference to the DLI Workforce Plan.
    c. Continue to find ways to recruit and retain talent within MNOSHA.

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

Actions:
    a. Review, develop, update, and revise MNOSHA standards, rules, guidelines and procedures.
    b. Ensure that 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. Utilize technology and information systems to better serve staff and stakeholders.