

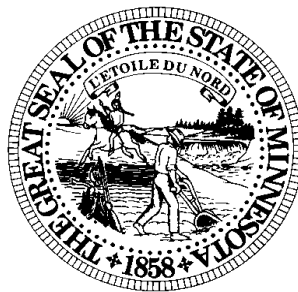
Minnesota Occupational Safety and Health (MNOSHA)



STRATEGIC MANAGEMENT PLAN

Fiscal Years

2004 - 2008



July 2003

MNOSHA 2004-2008 Strategic Management Plan

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SECTION 1 – Mission and Vision

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. 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.

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 the federal Plan. 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) vision. MNDLI's vision is to be the leader in promoting workplace solutions in Minnesota, and seven strategies were developed to guide the agency in realizing that vision:

1. Build effective working relationships with stakeholders
2. Expand user-friendliness of customer processes
3. Enhance employees' job satisfaction
4. Strengthen management - staff partnership
5. Support collaborative approaches through shared information
6. Align resources with needs
7. Position the agency for new possibilities

By developing the MNOSHA Strategic Management Plan for federal fiscal years 2004-2008, MNOSHA is aligning itself in many ways with both federal OSHA's and MNDLI's vision, 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, MNOSHA staff analyzed and discussed 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 Planning State Demographic Center's report, "Labor Force Projections for 2000 to 2030," published in February 2003, Minnesota's labor force is projected to grow from 2,691,709 in 2000 to 2,925,900 in 2005. The projected increase in young workers, ages 16 to 19, is expected to grow from 181,917 in 2000 to 195,500 in 2005, an increase of seven percent. The growth of the labor force stems from a combination of population increases and higher rates of labor force participation. The most significant gain in labor force is expected to occur in the 45- to 64-year-old age group, as the baby-boom generation ages.

Despite the current economic downturn, the total number of jobs in Minnesota is projected to increase to 3.2 million by 2010, growing by 379,000 jobs between 2000 and 2010. The services division, Minnesota's largest in terms of employees, is expected to continue to drive job growth by adding 232,000 jobs. Job growth in the services division is expected to be concentrated in business services, health services, social services, education services, and engineering and management services industries. The trade division is expected to add the second largest number of jobs, 83,000, with a large share of the new jobs being created at eating and drinking places. Employment growth is also expected to be strong in wholesale trade, automotive dealers and service stations, and miscellaneous retail stores. Construction jobs are expected to increase by 14,700 with most of the jobs created by special trade contractor firms. The transportation, communications and public utilities division will add 12,700 jobs during the next ten years with most of the growth occurring in the trucking and warehousing and air transportation industries.

Since 1993, the injury and illness total cases incidence rate in Minnesota has continued to drop, falling from 8.6 in 1993 to 6.2 in 2001. The lost-workday cases rate fell from 3.6 to 3.0 during the same time period. The latest occupational injury and illness figures show that about 345 Minnesotans are hurt at work or become ill from job-related causes each day. This amounts to roughly 126,000 cases per year; about 34,500 of these cases involve days away from work. While this decrease is welcome news, workplace injuries and illnesses continue to be a major concern. Since 1993, MNOSHA has investigated an average of 25 fatalities each year, with approximately 11 of those fatalities occurring in construction. While notable progress has been made, the number of fatalities and serious injuries and illnesses remains unacceptably high.

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. At the same time, less obvious hazards, such as those caused by ergonomic factors and exposures to dangerous substances, pose subtle but serious threats.

Challenge 2: Trends in the demographic characteristics of Minnesota's workforce and the changing nature of work create special safety and health challenges.

Minnesota's workforce has changed in significant ways over the past several years. It is more diverse in terms of age, gender, race, and nationality, and the products of work are increasingly services rather than goods. According to "Minnesota Economic Trends," published by the Minnesota Department of Economic Security Workforce Center, the increase in Minnesota's participation rate doubled that of the nation between 1970 and 2000. A slightly higher proportion of people aged 16 and older participate in the labor force in Minnesota than nationwide. Women with children comprise the largest "new" group of workers in Minnesota. The participation rate for people with disabilities was 64 percent, placing Minnesota in the number one position nationwide. Hispanic workers had a rate of 70 percent. Overall in 2000, Minnesota men's participation rate was 77 percent (#4 nationwide) and women's participation rate was 66 percent (#1 nationwide).

According to the 2000 census, while Minnesota's total population grew about 12 percent (from approximately 4.38 million in 1990 to 4.92 million in 2000), the Hispanic/Latino population grew 168 percent (from 54,000 to 143,000). Almost 39 percent of Minnesota's Hispanic/Latino population is under the age of 18. In 2000, 76 percent of male and 63 percent of female Hispanic/Latino people over the age of 16 participated in the labor force. In addition to those Hispanic/Latino people who have become permanent residents of Minnesota, the Chicano Latino Affairs Council estimates that approximately 15,000 migrant workers travel to Minnesota each year to work in various industries, including agriculture, food processing, and meat and poultry processing. The *Minnesota Workplace Safety Report: Occupational Injuries and Illnesses—2001* (hereinafter referred to as the Workplace Safety Report), published by the Minnesota Department of Labor and Industry, reports that the number of injured Hispanic workers increased from 1.6 percent of all workers with days away from work in 1995 to 4.1 percent in 2001.

In addition to the increase in Hispanic/Latino workers in Minnesota, the past ten years has seen a significant growth among Minnesota's Asian population, nearly doubling between 1990 and 2000, increasing from 76,952 to 139,032. Major Asian groups in Minnesota, from largest to smallest, are Hmong, Vietnamese, Asian Indian, Chinese (except Taiwanese), Korean, Laotian, Filipino, and Cambodian. Injury and illness data for Asian workers is not available from current data sources.

Overall, 27 percent of injured workers had been with their employers for less than one year. As the number of immigrant workers, young workers, temporary workers, and small business owners increases, MNOSHA must develop new strategies for enforcement, training, and delivery systems that are different from those that have been relied upon in the past.

Challenge #3: Fatality, illness, and injury trends reveal new occupational safety and health issues that need to be addressed, including new approaches to construction safety, and ways to address transportation safety and workplace violence.

Each year, more workers die in the construction industry than any other industry sector. In 2001, construction accounted for 19 percent of all fatalities. Three types of events accounted for 92 percent of the fatalities: falls (most involved falls from roofs and scaffolds), contact with objects and equipment (many involved being struck by falling objects), and transportation incidents (including vehicle collisions on roads, off-road incidents and workers being struck by vehicles). More than half (55 percent) of the fatalities in the construction industry occurred on construction sites; 26 percent occurred on roads. Workers with less than one year of job tenure made up 30 percent of the total construction cases.

Although construction accounts for only 5.5 percent of private sector employment, it accounts for 10.4 percent of total cases and 13.2 percent of lost workday cases. The highest case rates in construction occurred among nonresidential general building contractors.

According to the Workplace Safety Report, the most common event causing fatal injuries among all industries was transportation incidents, accounting for 46 percent of all fatal work injuries. These incidents consisted primarily of highway incidents (motor vehicles traveling on roads), but also included non-highway incidents (motor vehicles on farm and industrial premises) and workers being struck by vehicles. Assaults and violent acts accounted for six percent of all workplace fatalities; homicide, mostly by shooting, was the most frequent type of assault and violent act.

Motor vehicle accidents and workplace violence are areas where MNOSHA has not traditionally focused resources. New strategies need to be explored to increase information and awareness about these issues as well as continuing efforts to reduce fatalities in all industries, particularly construction. In some cases, such as motor vehicle accidents, reducing risks will require collaboration with other state and local organizations.

Challenge 4: Emerging issues in health, safety and emergency preparedness present new 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 MNOSHA 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 man-made vitreous fibers (e.g., fibrous glass). In safety, emerging issues include hazards associated with communications tower construction, wireless communications, efforts to reduce hearing loss in construction, and difficulties in reaching the expanding population of mobile workers.

Emergency preparedness is also a prominent issue that will require attention and resources. MNOSHA's "Contingency Plan for Response to Catastrophic Events" was developed 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 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.

Challenge #5: MNOSHA needs a more effective process for gathering information, analyzing trends, emerging issues, and program strategies.

MNOSHA has experienced problems generating reports to gather accurate information to facilitate effective analysis of trends, issues and strategies. To meet this challenge will require resolving data discrepancies with current data systems, and/or developing an improved informational infrastructure for MNOSHA to effectively measure and analyze data and trends.

Challenge #6: Ensure that new business owners are educated on OSHA requirements and the value of effective occupational safety and health programs.

The Minnesota Department of Trade and Economic Development (MDTED), in its June 2003 "Business Tracking System" report, identified 11,800 new Minnesota businesses in 2001. Several large companies downsized in 2001 or closed some branches altogether. Small and medium-sized companies (50 to 499 employees) lost large numbers of jobs from business contractions but significant start-ups and expansions among this group continued in 2001. Very small, entrepreneurial companies (less than 50 employees) were the only group able to limit losses and produce net job gains from business start-ups and expansions. MDET

reports that “on balance, small businesses have been able to weather the downturn better than large companies and they are expected to lead an economic recovery next year.”

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.

Challenge #7: 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 need to be explored and established. Training to strengthen the expertise of current personnel needs to be improved. The skills needed to more effectively reach target audiences, increase credibility with outside partners, and develop performance measurement techniques must be identified. Professional development and certification programs for personnel must be encouraged and supported. More importantly, retention of experienced, competent personnel is vital to MNOSHA’s success in reaching the goals established in this strategic plan.

These key issues, while not exhaustive, provided a context for analyzing MNOSHA’s existing programs and guided the development of MNOSHA’s goals and strategies.

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.

<p>Compliance Assistance, Outreach Training and Education</p>	<p>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:</p> <ul style="list-style-type: none"> • Conducting regular “Construction Breakfasts” 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, Midwest Center for Occupational Health and Safety, and Great Lakes OSHA Training Consortium; • Participating in the Regions Hospital Residents training program providing MNOSHA information and field inspection experience for occupational medicine physicians.
<p>Information Services</p>	<p>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.</p>
<p>Standards and Guidance</p>	<p>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.</p>

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. MNOSHA will continue to build on this balanced approach. 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. These programs will be expanded and modified as necessary to improve effectiveness and address emerging issues. To address the major challenges previously identified, MNOSHA’s goals will 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 will 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.

SECTION 3 – Goals and Strategies

Introduction

In support of federal OSHA's Strategic Plan, 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.

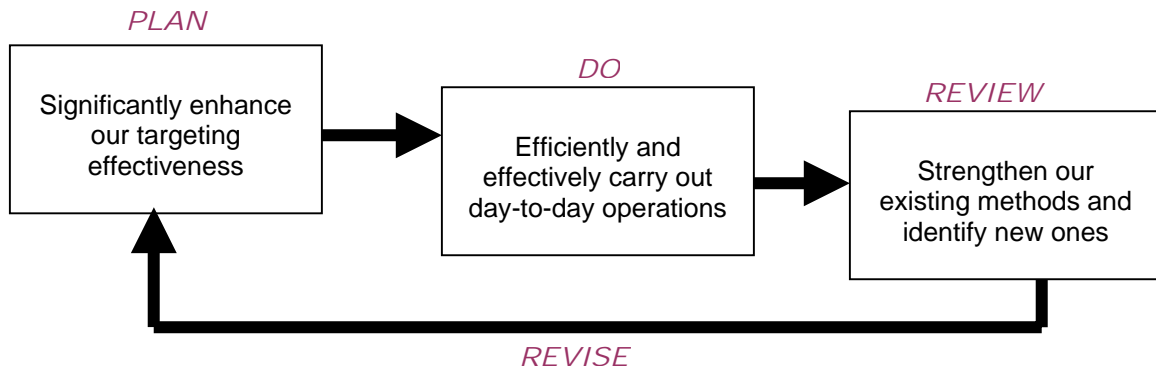
Goals...

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.



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.

The specific strategies for adopting a more dynamic targeting approach and implementing it "in the field" follow the table.

[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). Primary inspection focus will be in workplaces with the highest rates of injuries and illnesses, with secondary efforts in the pilot emphasis industries.]

How Progress in Achieving this Goal Will be Assessed	<i>Baseline 9/30/03</i>	<i>Target FFY 08</i>	<i>Target FFY 04</i>
<i>Outcomes</i>			
1. Percent reduction in injury and illness rates for cases involving days away from work	BLS data CY 1999-2001 average	15%	3%
2. Percent reduction in state fatality rate in MNOSHA's jurisdiction	CY 1999-2001 average	5%	1%
3. Number of hazards abated and establishments visited:			
a) Total hazards abated / establishments visited	IMIS data FY 2001-2003 average	N/A	N/A
b) Establishment emphasis			
1) Inspection emphasis	N/A	N/A	60% of all programmed inspections
Lead and silica Lumber and wood products Furniture and fixtures Paper and allied products Rubber and misc. plastics Food and kindred products Industrial machine and equipment Construction Public sector			
2) Pilot inspection emphasis	N/A	N/A	5% of all programmed inspections
Printing and publishing Auto dealers and service stations Communications Hotels and lodging			
3) Ergo emphasis	N/A	TBD	Develop approach
4. Number and timeliness of discrimination inspections conducted	IMIS data FY 2001-2003 average	90% complete in 90 days	10% decrease in days-to- close average
5. Percent of designated programmed inspections	IMIS data FY 2001-2003 average	N/A	Maintain baseline

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

Actions:

- a. Analyze data to better identify establishments for inspections.
- b. Communicate priorities and effective approaches.
- c. Research new sources for information to identify best targets.

Strategy 1-2: Reduce hazards by intervening at targeted worksites through compliance inspections.

Actions:

- a. Inspect worksites in nonprogrammed areas.
- b. Inspect targeted worksites.
- c. Inspect 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 9/30/03	Target FFY 08	Target FFY 04
1. Increase in: <ul style="list-style-type: none"> a. Partnerships b. Voluntary Protection Programs (MNSTAR) 	# of FFY 02 partnerships: 2 10	5 new programs 10 new sites	1 new program 2 new sites
2. Increase in total number of people participating in OSHA outreach/training in areas such as: <ul style="list-style-type: none"> a. Total b. Retail trade, eating/drinking places (youth) c. Immigrant and other hard-to-reach employers and employees d. Primary metal industries e. Transportation equipment f. Fabricated products g. Emerging businesses h. Construction 	N/A	20% above baseline	Establish baseline
3. Participate in homeland security efforts at state and national levels	Current practice	Ongoing	Ongoing
4. Develop a plan to identify opportunities where compliance assistance and cooperative agreements will maximize our impact.	N/A	TBD	Develop plan to establish baseline
5. Maintain response time and/or service level to stakeholders in areas such as: <ul style="list-style-type: none"> a) Telephone inquiries and assistance b) Written requests for information c) MNOSHA website information/updates 	Current practice	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:
 - Retail trade, eating/drinking places (youth)
 - Immigrant and other hard-to-reach 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.
- d. Provide expertise and support to the Minnesota Department of Public Safety.

Goal 3

Strengthen and improve MNOSHA's infrastructure

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 ¹	Baseline 9/30/03	Target FFY 08	Target FFY 04
1. Review rules annually for effectiveness: ongoing evaluation, development of rules, standards, guidelines and procedures	Current practice	Ongoing	Ongoing
2. Conduct a comprehensive workskill assessment and generate a workforce development and retention plan	N/A	TBD	Complete assessment
3. Identify and verify performance measurements generated at the federal level in regard to our overall performance	Current practice	Performance measures are accurate	Identify problems with current performance measures
4. Survey employers and employees on our effectiveness	-2001 Employer survey results -2003 Employee survey results	Improve performance by 5%	Evaluate online options
5. Develop a workflow analysis and identify potential strengths and weaknesses of the services we provide to stakeholders	Current practice	Ongoing	Develop workflow analysis of current process

¹ The Goal 3 issues have a cause-and-effect relationship with the Goal 1 and 2 issues. Consequently, the outcome of achieving this goal is success in achieving the other two goals. For this reason the performance measures included for Goal 3 are more activity-oriented than outcome oriented.

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. Use customer communication as an information resource.
- 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 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.
- c. Improve 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.