

**Department of Consumer and Business Services
Oregon Occupational Safety and Health Division**

Strategic Plan

FY 2006 - 2010



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Table of Contents

Background.....	1
Mission.....	1
Impact Factors	2
Vision	3
Guiding Values	3
Strategic Goals	5
Performance Indicators & Baselines.....	8
Strategic Tools	12

Strategic Plan

**Department of Consumer and Business Services
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FY 2006-2010

Background

This strategic plan defines the Oregon Occupational Safety and Health Division's (OR-OSHA) strategic goals for FY 2006 through FY 2010 (October 1, 2005 through September 30, 2010). Based on the goals outlined in the strategic plan, OR-OSHA will develop Annual Performance Plans defining specific programmatic activities to be accomplished each year. It is expected that accomplishment of the Annual Performance Plan goals will have a direct impact on the achievement of the Strategic Plan goals.

Mission

In 1973, the Oregon legislature established the Oregon Safe Employment Act. As defined in the enabling legislation, the purpose of the Act is "to assure as far as possible safe and healthful working conditions for every working man and woman in Oregon." Consistent with this policy declaration, the division's mission is:

*To advance and improve workplace safety and health
for all workers in Oregon.*

Impact Factors

Accomplishment of OR-OSHA's mission is affected by numerous factors. In the development and implementation of OR-OSHA's strategic plan factors considered include:

Population growth and workplace demographics. Population growth in Oregon is expected to be slightly higher than the U. S. average, but slower than the growth experienced in the mid-1990's. Slower growth is expected over the next three years, with increases of 1.2 percent in 2005 through 2007 as forecast by the Oregon Office of Economic Analysis. The numbers of non-English speaking workers, older workers, and temporary or leased workers continues to increase at a fast pace. *(Oregon Department of Administrative Services, Office of Economic Analysis, May 2005 Revenue Forecast - <http://www.oea.das.state.or.us/>.)*

Economic outlook. Economic changes influence working conditions and can have an impact on injuries, illnesses and workplace fatalities. Oregon is currently seeing the strongest employment growth since the mid-1990's. As of January 2005, Oregon reached a new high for nonfarm employment, regaining back the 64,000 jobs lost through the recession. The Oregon State Office of Economic Analysis expects overall Oregon employment growth to slow beginning in 2006. Jobs in almost all industries are expected to experience continued moderate growth in 2006 followed slower growth and/or flattening in subsequent years. Wood products is the exception with expected job losses in 2006 and 2007. *(Oregon Department of Administrative Services, Office of Economic Analysis, May 2005 Revenue Forecast - <http://www.oea.das.state.or.us/>.)*

Changing worksites and workplace demographics. OR-OSHA continually monitors the changing nature of work processes and workplace demographics in Oregon to assure programs are effectively targeting occupational safety and health issues. As with other states, Oregon has moved from a manufacturing-based economy to a more service and information-based economy. This shift has resulted in a significant increase in musculo-skeletal injuries. Oregon OSHA will need to keep current on changes in the high tech industry as the process and chemicals involved may introduce hazards not yet fully understood.

Funding sources. OR-OSHA receives funding from the Oregon legislature on a biennial basis and from OSHA on a federal fiscal year basis. Changes in public policy enacted by the legislature, Congress, or riders attached to other bills could impact OR-OSHA's ability to meet the goals and objectives outlined in the strategic plan, and thus affect worker safety and health. These forces will also determine which strategic tools are used.

Stakeholder and customer needs and requirements. As customer needs change, OR-OSHA will consider program modifications to effectively serve the needs of stakeholders. Oregon OSHA is committed to maintaining open communication and working in partnership with OSHA. OR-OSHA will continue to meet with OSHA on a quarterly basis to review progress made toward achieving strategic plan goals and discuss challenges. OR-OSHA will conduct an annual self-evaluation and report findings in the State OSHA Annual Report (SOAR). The SOAR will highlight activities, accomplishments, challenges and progress toward meeting the goals of this Strategic Plan.

Vision

OR-OSHA's vision is to continue as a national leader in occupational safety and health. To remain a leader in occupational safety and health. Toward this goal, Oregon OSHA is committed to:

- Providing support for an ever-increasing number of employers to become self-sufficient in the area of workplace safety and health.
- Providing expanded and innovative learning opportunities that support employers and their employees in their progress toward self-sufficiency through education, consultation technical services and enforcement.
- Conducting work in a timely, courteous and professional manner.
- Strengthening the public's perception of the Division through the professionalism shown by Oregon OSHA staff.
- Using new technology to improve safety and health in the state.

Guiding Values

To achieve its vision, OR-OSHA has adopted a series of guiding values. These values guide the division in its daily work, both internally and externally:

Commitment to OR-OSHA's Mission

OR-OSHA staff are committed to *advancing and improving workplace safety and health for all working Oregonians.*

Effective Leadership

OR-OSHA recognizes that leaders exist at all levels of the organization and those leaders provide clear direction, understand the needs of the organization and provide the support needed to ensure success.

Involvement in Decision-Making

OR-OSHA values the involvement and input of staff in the decision making process and recognizes that commitment is strengthened using a team approach.

Respect for Individual Differences

OR-OSHA is committed to building and maintaining a positive work environment where diverse ideas and backgrounds are respected and valued.

Teamwork and Collaboration

OR-OSHA is committed to pursuing its mission in an environment that promotes teamwork and collaboration where support and cooperation are understood to produce the best results.

Effective, Interactive Communication

OR-OSHA values effective communication as the foundation for successful teamwork connecting the organization to the mission.

Customer Service

OR-OSHA is committed to providing timely, quality, courteous, and professional services to all its customers. Public confidence in OR-OSHA relies on high quality customer service.

Partnerships

OR-OSHA recognizes the importance of building and maintaining partnerships with all organizations and individuals who have an interest in workplace safety and health in Oregon.

Balanced Approach

OR-OSHA is committed to approaching its mission in a balanced, fair and reasonable manner, and making every contact with the public a learning experience.

OR-OSHA's Strategic Goals

OR-OSHA's success in meeting strategic plan goals will be measured by the results gained through the collaboration of all OR-OSHA programs. The three strategic goals are:

Goal 1: Self-Sufficiency

Reduce injuries, illnesses and fatalities by promoting employer self-sufficiency.

Goal 2: Workplace Safety and Health

Reduce injuries, illnesses and fatalities by working with employers to reduce occupational hazards and exposures.

Goal 3: Excellence

Maximize OR-OSHA effectiveness by striving for continuous improvement in all areas of service delivery.

The following table details the performance goals identified as the means to accomplish each of these strategic goals.

Oregon OSHA Strategic Plan

August 4, 2005

Strategic Goal	5-Year Performance Goal
1. SELF-SUFFICIENCY Reduce Injuries, illnesses and fatalities by promoting employer self-sufficiency.	1-1. RECOGNITION PROGRAMS Increase the number of new SHARP participants by 25 and the number of new VPP participants by 4.
	1-2. EDUCATION Educate employers and employees regarding the value of occupational safety and health by increasing materials available for hard-to-reach audiences, providing workshops and conferences, and by working with safety committees on 85% of consultations with employers who have a safety committee.
	1-3. PARTNERSHIPS Promote occupational safety and health by maintaining existing partnerships and establishing five new partnerships, each with specific safety and/or health awareness improvement objectives.
2 WORKPLACE SAFETY & HEALTH Reduce Injuries, illnesses and fatalities by working with employers to reduce occupational hazards and exposures.	2-1. SAFETY AND HEALTH HAZARDS Reduce the injury and illness DART rate by 10% by 2010 through focusing on targeted safety and health hazards.

Strategic Goal	5-Year Performance Goal
	<p>2-2. FATALITIES Reduce the 5-year average rate of workplace fatalities by 8% through scheduled inspections and interventions at worksites in targeted industries.</p>
	<p>2-3. ERGONOMICS Develop and implement a plan, including outreach, education and identification of high risk injuries, for educating employers regarding musculo-skeletal disorders, methods for reducing hazards, and the value of addressing ergonomic issues in the workplace.</p>
<p>3 EXCELLENCE Maximize OR-OSHA effectiveness by striving for continuous improvement in all areas of service delivery.</p>	<p>3-1. TIMELY RESPONSE Respond timely to 95% of all fatalities and complaints, 80% of alleged discrimination complaints, 90% of all complainants and provide timely information of OR-OSHA actions to family members 100% of the time.</p>
	<p>3-2. CUSTOMER SERVICE Achieve and maintain the percent of positive responses to OR-OSHA customer surveys at 90% or above.</p>
	<p>3-3. STAFF DEVELOPMENT Eighty-five percent of safety and health staff will receive professional development annually through a variety of methods.</p>

Performance Indicators and Baselines

5-Year Performance Goal	Indicators and Baselines
<p>1-1. RECOGNITION PROGRAMS Increase the number of new SHARP participants by 25 and the number of new VPP participants by 4.</p>	<p>Indicator(s)</p> <ul style="list-style-type: none"> • Number of companies working toward VPP. • Number of companies working toward SHARP. • Total number of VPP certified companies. • Total number of SHARP certified companies.
	<p>Data Source(s)</p> <ul style="list-style-type: none"> • SHARP database. • VPP log.
	<p>Baseline</p> <ul style="list-style-type: none"> • Number of VPP sites as of June 15, 2005: 7 • SHARP employers and graduates as of June 15, 2005: 96
<p>1-2. EDUCATION Educate employers and employees regarding the value of occupational safety and health by increasing materials available for hard-to-reach audiences, providing workshops and conferences, and by working with safety committees on 85% of consultations with employers who have a safety committee.</p>	<p>Indicator(s)</p> <ul style="list-style-type: none"> • Percent increase in attendees at PESO workshops. • Number of new PESO modules developed. • Number of new publications developed in languages other than English. • Percent of workshop/conference participants rating training as useful. • Percent of consultations with employers who had an active safety committee where the consultant worked with the committee to improve their effectiveness.
	<p>Data Source(s)</p> <ul style="list-style-type: none"> • Training database. • Conference database. • PESO program coordinator log. • Technical section records. • Consultation database.

	<p>Baseline</p> <ul style="list-style-type: none"> • PESO workshop attendance during FY 2005. • Percent of workshop participants rating training as useful during FY 2005. • Percent of conference participants rating conference as useful during FY 2005. • Percent of consultations with employers who had an active safety committee where the consultant worked with the committee to improve their effectiveness during FY 2005.
	<p>Comments</p> <p>Working with the safety committee includes, but is not limited to, activities such as evaluating meeting processes, providing guidance on trend analysis, discussing the committee's interaction with management and how recommendations are made, reviewing hazard abatement, and providing training to move the committee and company toward self-sufficiency.</p>

<p>1-3. PARTNERSHIPS Promote occupational safety and health by maintaining existing partnerships and establishing five new partnerships, each with specific safety and/or health awareness improvement objectives.</p>	<p>Indicator(s)</p> <ul style="list-style-type: none"> • Number of OR-OSHA stakeholder collaborations and partnerships. • Number of stakeholder collaborations and partnerships achieving their identified purpose.
	<p>Data Source(s)</p> <ul style="list-style-type: none"> • OR-OSHA Technical Section records.
	<p>Baseline</p> <ul style="list-style-type: none"> • Number of OR-OSHA stakeholder collaborations and partnerships as of September 30, 2005.

<p>2-1. SAFETY AND HEALTH HAZARDS Reduce Injuries, illnesses and fatalities by working with employers to reduce occupational hazards and exposures.</p>	<p>Indicator(s)</p> <ul style="list-style-type: none"> • Number of inspections. • Number of consultations. • Number of local emphasis program inspections. • Percent drop in the DART rate as of 2010 compared to 2005.
	<p>Data Source(s)</p> <ul style="list-style-type: none"> • State WANG consultation database. • IMIS.
	<p>Baseline</p> <ul style="list-style-type: none"> • 2003 DART rate (public + private sector): 2.9 • 2000-2004 average rate of compensable fatalities: 2.70
	<p>Comments</p> <p>Baselines have been updated for FY 2007 going forward.</p>

2-2. FATALITIES Reduce the 5-year average rate of compensable workplace fatalities by 8% through scheduled inspections and interventions at worksites in targeted industries.	Indicator(s) 2006-2010 average rate of compensable fatalities. Annual number of compensable fatalities. Percent of targeted industry inspections. Percent drop in the average rate of workplace fatalities from FY 2006-2010 as compared to FY 2001-2005.
	Data Source(s) IMIS. Information Management Division.
	Baseline 2000-2004 average rate of compensable fatalities.
	Comments Baseline is updated for FY 2007 going forward.

2-3. ERGONOMICS Develop and implement a plan, including outreach, education and identification of high risk injuries, for educating employers regarding musculo-skeletal disorders, methods for reducing hazards, and the value of addressing ergonomic issues in the workplace.	Indicator(s) <ul style="list-style-type: none"> • First year indicator: Status of plan to address ergonomics in the workplace. (Other indicators to be developed based on completed plan.)
	Data Source(s) <ul style="list-style-type: none"> • Ergonomic plan coordinator.
	Baseline <ul style="list-style-type: none"> • n/a

3-1. TIMELY RESPONSE Respond timely to 95% of all fatalities and complaints, 80% of alleged discrimination complaints, 90% of all complainants and provide timely information of OR-OSHA actions to family members 100% of the time.	Indicator(s) <ul style="list-style-type: none"> • Percent of fatalities in which an attempt to respond was made within 24 hours. • Percent of imminent danger complaints in which an attempt to inspect was made within 24 hours. • Percent of serious danger complaints in which an attempt to inspect was made within 5 working days. • Percent of other-than-serious danger complaints in which an attempt to inspect was made within 30 working days. • Percent of responses to complainants sent within 10 working days. • Percent of letters sent to families of fatality victims within 10 days. • Percent of discrimination complaints processed through determination level within 90 calendar days.
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	<p>Data Source(s)</p> <ul style="list-style-type: none"> • IMIS reports. • DCBS, Information Management Division reports. • Internal OR-OSHA case files. • Bureau of Labor and Industries discrimination complaint records. <hr/> <p>Baseline</p> <ul style="list-style-type: none"> • Response times during FY 2005.
<p>3-2. CUSTOMER SERVICE Achieve and maintain the percent of positive responses to OR-OSHA customer surveys at 90% or above.</p>	<p>Indicator(s)</p> <ul style="list-style-type: none"> • Percent satisfaction on consultation survey. • Percent satisfaction on compliance officer survey. • Percent satisfaction on training surveys. • Percent satisfaction on conference surveys. <hr/> <p>Data Source(s)</p> <ul style="list-style-type: none"> • DCBS, Information Management Division. • OR-OSHA training and conference survey database. <hr/> <p>Baseline</p> <ul style="list-style-type: none"> • Survey responses for FY 2005.
<p>3-3. STAFF DEVELOPMENT Eighty-five percent of safety and health staff will receive professional development annually through a variety of methods.</p>	<p>Indicator(s)</p> <ul style="list-style-type: none"> • Percent of safety and health staff receiving professional development. <hr/> <p>Data Source(s)</p> <ul style="list-style-type: none"> • DCBS Training database. <hr/> <p>Baseline</p> <ul style="list-style-type: none"> • Percent of safety and health staff receiving professional development in FY 2005.

Strategic Tools

Enforcement. Oregon OSHA's enforcement program ensures that Oregon's occupational safety and health rules are carried out in the workplace. Along with the safety and health enforcement programs, Oregon OSHA has a nationally-certified occupational health laboratory, an Appeals Unit, and the Insurer/Self-Insured Services Program that monitors workers' compensation insurance companies to ensure they provide policy holders with occupational safety and health consultative services.

With this strategic plan, Oregon OSHA will be implementing a new program to identify targeted industries. Accepted disabling claims data will be analyzed annually to determine which industries to target for the year. The analysis will exclude construction, logging and agriculture which are already being targeted in other emphasis programs.

Consultation. Oregon OSHA maintains a 21(d) consultation program as well as a large state-funded consultation program. Consultants perform on-site evaluations of workplace safety and health programs at no charge. The mission of Consultative Services is to assist employers in becoming self-sufficient in the area of occupational safety and health.

To achieve the 5-year goals, the Consultation Program is promoting an integrated approach to managing workplace safety and health and assisting employers toward becoming self-sufficient. Consultants will also focus on providing guidance to safety committees regarding their role in an effective safety and health program. Oregon will continue to administer and promote the Voluntary Protection Program and Safety and Health Achievement Recognition Program. These programs recognize companies who excel in safety and health management and are role models for self-sufficiency.

Public Education. Oregon OSHA offers a wide variety of public education opportunities for employers and employees. These opportunities include workshops, on-site training, and web-based courses. Oregon OSHA also co-sponsors a variety of educational conferences each year. The Audio-Visual Library offers lenders a wide variety of educational materials free of charge. Oregon OSHA maintains a comprehensive web site aimed at providing customers detailed information on all OR-OSHA programs and employer responsibilities in the area of occupational safety and health. The web site provides the customer on-line access to rules and standards, publications, and other pertinent safety and health information.

In support of the Strategic Plan, the Public Education Program will promote, provide and facilitate educational opportunities in occupational safety and health with an emphasis on assisting employers to achieve self-sufficiency. Resources will be focused on reaching the ever-growing population of Spanish speaking employees in Oregon as well as small employers.

Education Grant Program. OR-OSHA Training and Education Grants are awarded to assist in the development of educational programs aimed at reducing or eliminating work site hazards. Training materials developed through this grant program are available for loan through the Audio-Visual Lending Library. Oregon OSHA will be looking for grant applications that specifically support priorities in the strategic plan.

Standards Promulgation. Oregon OSHA will adopt federal standards where required as well as Oregon-specific standards where appropriate. Stakeholder involvement has been and will continue to be an integral part of the rule-making process in Oregon.

Data Analysis. Oregon OSHA is continually analyzing safety and health data to determine where resources will have the largest impact.

Stakeholder Involvement. Oregon OSHA is committed to partnering with and involving stakeholders. The Division will seek out opportunities to forge new partnerships with stakeholders that will foster public confidence and advance the strategic goals.

Oregon OSHA has chosen not to implement the federal OSHA Partnership and Alliance programs. The majority of Oregon OSHA's "partnerships" are in the form of stakeholder advisory committees formed to assist in the promulgation of new rules, provide input on agency direction on current issues, foster outreach/education with specific industries, and to sponsor conferences.

Employee Development. Oregon OSHA is committed to ensuring it's workforce is up-to-date on current issues and technology. Workgroups of employees are convened on a regular basis to identify issues where staff training is needed. Once identified, existing courses are identified or workshops are developed to meet the need. Employees also complete annual employee development plans to identify areas for training. During the next fiscal year, training will be offered on welding processes, lock-out tag-out, and an industrial hygiene review course will be developed.