

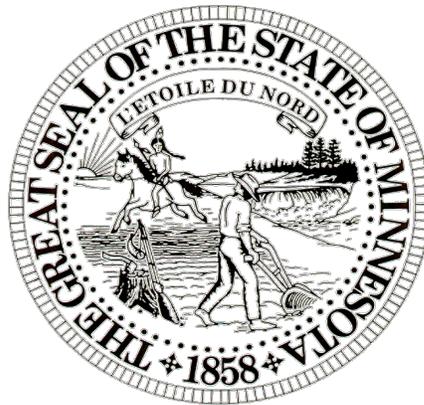
Minnesota Department of Labor and Industry

**Minnesota Occupational Safety and Health (MNOSHA)**

## **STRATEGIC MANAGEMENT PLAN**

Federal Fiscal Years

2024 - 2028



July 2023

**MNOSHA**  
**Strategic Management Plan**  
**FFY 2024 - 2028**

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## SECTION 1 – Mission and Vision

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

expectations regarding the results that 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 Workplace Safety Consultation 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 FFY 2023-2027:

- 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 Workplace Safety Consultation Strategic Management Plan for FFY 2024-2028, MNOSHA Workplace Safety Consultation is primarily aligning itself with federal OSHA's and MNDLI's vision, focus, goals and strategies for supporting and achieving successful and productive workplaces.

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## SECTION 2 - Strategic Challenges and Direction

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### 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 Workplace Safety Consultation's current programs and strategies, and to determine if new or different priorities were appropriate. A summary of the key issues identified is provided below:

### Strategic Challenges

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

According to the "Minnesota Job Outlook to 2028," *Supplement to Minnesota Employment Review (August 2020)*, total employment in Minnesota is projected to expand by 149,250 jobs between 2018 and 2028, reaching more than 3.3 million jobs by 2028. The projected growth is roughly 18 percent decrease than the previous 10 years (2008 - 2018) when the state added 183,000 jobs. Most of the jobs will have different workers employed and some tasks and accompanying skills may change within occupations over the next 10 years, but occupational distribution doesn't change as fast as commonly thought. Roughly 93 percent of all employment will be in the same occupations in 2028 as 10 years earlier.

Minnesota's total employment is projected to climb 4.7 percent over the 2018-2028 period, compared to the 5.2 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, 6.2 percent for the state compared to 6.7 percent nationwide. Five major occupational groups of the 22 major occupational groups will experience job growth more than twice the rate of overall job growth over the next 10 years – personal care and service, healthcare support, healthcare practitioners and technical, computer and mathematical, and community and social service.

Growth in the fastest growing occupational groups will be fueled by climbing senior citizen numbers and their increasing health care demands and by continued digitalization of the economy. Nine other major occupational groups are expected to grow faster than average. The other eight occupational groups are projected to expand slower than overall employment growth. Three of the groups – production, office and administrative support, and sales and related occupations – are expected to see their workforces decline slightly, with production positions slipping 3.2 percent, office and administrative support jobs dipping 2.7 percent, and sales and related positions inching down by 0.6 percent

***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 heavy equipment operation/material loading, warehousing, workplace violence, fall protection, trenches and difficulties in reaching the expanding population of mobile workers.

Each year, thousands of Minnesotans suffer workplace ergonomic injuries, inflicting millions of dollars in both direct and indirect costs on employers, employees and their families. MNOSHA will develop staff with significant background and expertise on ergonomics. These staff will focus on education and outreach activities, enforcement, and safety grants for employers. The new safety and health initiative would help correct workplace ergonomic hazards and reduce the frequency of musculoskeletal disorder risk factors in the sectors where such injuries are common. The program would cover workers in the warehouse and meatpacking industries whose employers have 100 or more employees and all workers in the health care industry.

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 Workplace Safety Consultation'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 Development and Retention Plan--experienced, competent personnel is vital to MNOSHA's success in reaching the goals established in this strategic plan.

***Challenge 5: Improve Workplace Safety Consultation's ability to reach small, high-hazard employers, and workplaces with known high rates of injury/illness.***

MNOSHA Workplace Safety Consultation must continue to seek methods to increase exposure and credibility to small, high-hazard employers and workplaces with higher than average rates of injury and illness, who do not otherwise invest in workplace safety and health. Improving and maintaining not only hazard recognition skills of consultants, but also safety and health management assessment skills, will improve MNOSHA Workplace Safety Consultations effectiveness and credibility in providing a value-added service. Developing performance measurement techniques that demonstrate Workplace Safety Consultation's positive impact on workplace safety and health must also be further identified.

## **MNOSHA Workplace Safety Consultation Programs <sup>\*\*</sup>[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.

- **<sup>\*\*</sup>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.
- **<sup>\*\*</sup>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.
- **<sup>\*\*</sup>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.
- **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.
- **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.
- **Pre-MNSHARP 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 grant application.
- **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/HazCom, silica, hearing conservation, and safety and health management. Training material has been translated and presented in Spanish and placed on the website.

## **MNOSHA Workplace Safety Consultation's Strategic Direction**

MNOSHA Workplace Safety Consultation 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 Workplace Safety Consultation'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 assistance, outreach and cooperative approaches, to create a deeply ingrained Minnesota culture that values and fosters safe and healthy workplaces.***

Effective management and implementation of workplace safety and health programs add significant value to individuals and companies by reducing both the extent and the severity of work-related injury and illness. Where these practices are followed, injury and illness rates are significantly less than rates at comparable worksites where implementation is not as comprehensive. The value of safety and health programs needs to be communicated to the owners and operators of 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 Workplace Safety Consultation'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 Workplace Safety Consultation 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 Workplace Safety Consultation 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 OSHCON meetings. MNOSHA Workplace Safety Consultation must also continue to develop its expertise and capabilities to improve data collection and analysis so that efforts are targeted properly and have the credibility necessary to accomplish goals.

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

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.

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## SECTION 3 – Goals and Strategies

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### 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.

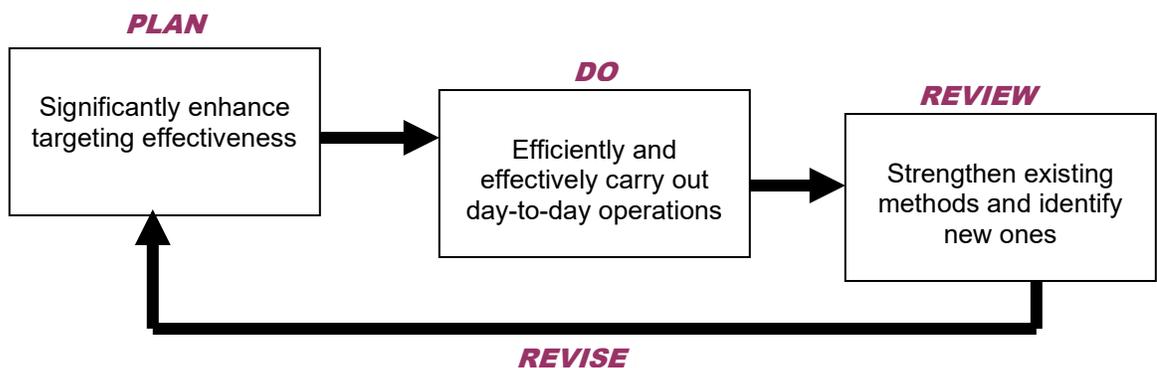
### Goals...

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 on-site consultations and technical assistance
2. Promote a safety and health culture through consultation assistance, outreach, cooperative programs, and strong leadership
3. Strengthen and improve MNOSHA’s infrastructure

### ... and Strategies

The MNOSHA Workplace Safety Consultation 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 on-site consultations and technical assistance

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

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

How Progress in Achieving this Goal Will be Assessed	Baseline 9/30/23	FFY 24 Target	FFY 25 Target	FFY 26 Target	FFY 27 Target	FFY 28 Target
<b>Outcomes</b>						
1. Reduce Total Recordable Cases (TRC) (Rate)	BLS data CY 5-year average using the 5 years prior to the target year <sup>2</sup> CY 2018-2022 avg: TBD	<sup>2</sup> Reduction in TRC from the previous 5-year average	<sup>2</sup> Reduction in TRC from the previous 5-year average	<sup>2</sup> Reduction in TRC from the previous 5-year average	<sup>2</sup> Reduction in TRC from the previous 5-year average	<sup>2</sup> Reduction in TRC from the previous 5-year average
2. Reduce fatality rate <sup>1</sup> for fatalities within MNOSHA's jurisdiction	<sup>3</sup> DEED & MNOSHA data FY 5-year average using the 5 years prior to the target year FY 2018-2022 avg: 1.159	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	3000 / 800	3000 / 800	3000 / 800	3000 / 800	3000 / 800	3000 / 800
b) Establishment emphasis		225 / 55 (public sector)				
1. <u>Inspection emphasis</u>		65% of all consultation visits				
23 Construction						
311 Food mfg						
312 Beverage & tobacco product mfg						
316 Leather & allied product mfg						
321 Wood product mfg						
326 Plastics & rubber products mfg						
327 Nonmetallic mineral product mfg						
331 Primary metal mfg						
332 Fabricated metal product mfg						
333 Machinery mfg						
336 Transportation equipment mfg						
337 Furniture & related product mfg						
424 Merchant wholesalers, nondurable goods						
44132 Tire dealers						
444 Bldg material & garden equip supplies						
481 Air transportation						
485 Transit & ground passenger transport						
493 Warehousing & storage						
54194 Veterinary services						
562 Waste management & remediation						
71311 Amusement parks						
71392 Ski hills						
72111 Hotels, motels						
Public Sector (State&Local Gov't & Schools)						
2. <u>National Emphasis Programs</u>						
Amputations – General Industry						
Combustible Dust – General Industry						
Lead – Health						
PSM – Health & Gen'l Industry						
Silica – Health						
Trenching Hazards – Construction						
Warehouse Distribution						
3. <u>Local Emphasis Programs</u>						
Agriculture – General Industry						
Foundries – General Industry & Health						
Grain Facilities–Gen'l Industry & Health						
Healthcare – Gen'l Industry & Health						
Meat Packing–Gen'l Industry&Health						
Occupational Noise						
Top 50 Health Hazards						
c) 1. Ergo, Workplace Violence & Safe Patient Handling, including hospitals, surgical centers, nursing homes	Current practice	Continue Ergo, Workplace Violence & SPH effort				
2. Falls & Heat						

<sup>1</sup>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

<sup>2</sup>BLS data for the last year of five-year average is not available until November.

<sup>3</sup>Minnesota Department of Employment and Economic Development

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

Actions:

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

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

Actions:

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

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

Actions:

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

## **Goal 2**

### **Promote a safety and health culture through consultation assistance, outreach, cooperative programs, and strong leadership**

All 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 9/30/23	FFY 24 Target	FFY 25 Target	FFY 26 Target	FFY 27 Target	FFY 28 Target
1. Increase or Maintain:						
a. MNSHARP Program	MNSHARP: 42	2 new 8 recerts				
b. Pre-MNSHARP <sup>1</sup> Program	Pre-MNSHARP: 5	Maintain	Maintain	Maintain	Maintain	Maintain
c. Number of alliances	7	Maintain	Maintain	Maintain	Maintain	Maintain
d. Number of compliance assistance/interventions	150	Maintain	Maintain	Maintain	Maintain	Maintain
2. Maintain total number of people participating in WSC outreach/training in areas such as: Total --	FY 2018-2022 avg: 12,500	Maintain	Maintain	Maintain	Maintain	Maintain
a. Youth						
b. Immigrant employers and employees						
c. Emerging businesses						
d. Construction						
e. Manufacturing						
f. Other strategic plan compliance						
g. Public sector						
3. Participate in homeland security efforts at state and national levels	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
4. Maintain response time and/or service level to stakeholders in areas such as:	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
a. Telephone inquiries and assistance						
b. Written requests for information						
c. MNOSHA website information/updates						

<sup>1</sup>No target has been established since the number of new sites fluctuates.

**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.
- d. Provide expertise and support to other state agencies that provide service to minority, youth, and contract employers and employees.

### 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	Baseline 9/30/23	FFY 24 Target	FFY 25 Target	FFY 26 Target	FFY 27 Target	FFY 28 Target
1. Maintain professional development opportunities for consultants based on current and emerging issues in workplace safety and health.	Current practice	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
2. Workforce development and retention plan	Current practice	Evaluate 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 consultation files 2) Review client feedback 3) Review uncorrected hazards, report lapse time and MARC reports 4) Ongoing- Conduct OJEs of consultants 5) Establish a new case file management system	1) Ongoing – Evaluate/improve consistency and quality of consultation files 2) Review client feedback 3) Review uncorrected hazards, report lapse time and MARC reports 4) Ongoing- Conduct OJEs of consultants	1) Ongoing – Evaluate/improve consistency and quality of consultation files 2) Review client feedback 3) Review uncorrected hazards, report lapse time and MARC reports 4) Ongoing- Conduct OJEs of consultants	1) Ongoing – Evaluate/improve consistency and quality of consultation files 2) Review client feedback 3) Review uncorrected hazards, report lapse time and MARC reports 4) Ongoing- Conduct OJEs of consultants	1) Ongoing – Evaluate/improve consistency and quality of consultation files 2) Review client feedback 3) Review uncorrected hazards, report lapse time and MARC reports 4) Ongoing- Conduct OJEs of consultants

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

Actions:

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

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

Actions:

- a. Ensure MNOSHA Workplace Safety Consultation has the skills, capabilities, and diversity to accomplish its mission by 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 Workplace Safety Consultation.

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

Actions:

- a. Remain current with new and revised MNOSHA standards, rules, guidelines and procedures.
- b. Ensure 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.
- g. Meet MARC performance requirements.