

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

# Strategic Plan

**FY 2001 - 2005**



July 29, 2002

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# Strategic Plan

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

**FY 2001-2005**

## ***Background***

This strategic plan defines the Oregon Occupational Safety and Health Division's (OR-OSHA) strategic goals for FY 2001 through FY 2005 (October 1, 2000 through September 30, 2005). 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.

Oregon OSHA is committed to continuous improvement. Because this commitment extends to the strategic plan, OR-OSHA revised the plan as opportunities for improvement were identified. Revisions were made in May 2002 deleting goals that had been accomplished and combining other goals to create a more cohesive plan. A separate goal for emphasizing safety committees with employers was deleted because work with safety committees is closely tied to promoting employer self-sufficiency in the Safety and Health Program Assistance Goal. A goal aimed at establishing partnerships within the education community to expose young workers to occupational safety and health was deleted due to the lack of opportunities resulting from the funding crisis in the Oregon educational system. Two goals focusing on OR-OSHA's collaboration with stakeholders were combined into one. Two goals aimed at reducing workplace injuries and causes of illnesses were combined. Lastly, after successfully implementing a performance management system based on competencies this goal was eliminated.

## **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.*

## **The Challenge**

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 during the 1990's was much higher than the national average, increasing the number of workers OR-OSHA is responsible to protect. As forecast, this growth has slowed with migration rates and population growth expected to be at their lowest levels in over a decade during 2001 and 2002. The numbers of non-English speaking workers, older workers, and temporary or leased workers continues to increase. Given these changing demographics, OR-OSHA is continually looking for new and innovative approaches to ensure worker safety. (*Oregon Department of Administrative Services, Office of Economic Analysis, May 2002 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 experienced a deeper downturn than the U.S. economy through the recent recession. However, the general outlook for Oregon is to once again experience slow and steady growth between 2003 and 2007. (*Oregon Department of Administrative Services, Office of Economic Analysis, May 2002 Revenue Forecast - <http://www.oea.das.state.or.us/>.*)

**Changing worksites and workplace demographics.** OR-OSHA continually monitors the changing nature of work and workplace demographics in Oregon to orient programs toward new workplace conditions. 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 an increase in musculo-skeletal injuries. New high technology work involves processes and chemicals which may introduce hazards not yet fully understood.

**Funding sources.** OR-OSHA receives funding from the Oregon legislature on a biennial basis and from Federal OSHA on a 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.

OR-OSHA is committed to its strategic plan and the ultimate success of the goals. The primary method for monitoring progress toward meeting the goals is one of self-evaluation. OR-OSHA is committed to maintaining open communication and working in partnership with OSHA and will continue to meet with OSHA on a quarterly basis to review progress and discuss challenges. OR-OSHA will conduct a self-evaluation and report on its findings through the State OSHA Annual Report (SOAR). The SOAR will highlight activities, accomplishments, challenges and progress toward meeting the goals of the 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, a future is seen in which:

- ! The Division's focus is worker protection.
- ! The Division provides support for an ever-increasing number of employers to become self-sufficient in the area of workplace safety and health.
- ! The Enforcement Program is the cornerstone of the Division's success.
- ! Education, Consultation, and Technical Services, in partnership, provide expanded learning opportunities that support employers and their employees in their progress toward self-sufficiency.
- ! Each employee in the Division's workforce conducts work in a timely, courteous and professional manner.
- ! The professionalism shown by OR-OSHA staff strengthens the public's perception of the Division.
- ! OR-OSHA will increasingly use 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: Workplace Culture**

Change the workplace culture in Oregon to increase employer and worker awareness of, commitment to, and involvement with safety and health.

### **Goal 2: Workplace Safety and Health**

Improve workplace safety and health for all workers, as evidenced by fewer hazards, reduced exposures, and fewer injuries, illnesses and fatalities.

### **Goal 3: Public Confidence**

To continuously strengthen public confidence, through excellence in the development and delivery of OR-OSHA programs and services.

The following charts detail the outcome and performance goals identified as the means to accomplish each of these strategic goals.

# Oregon OSHA Strategic Plan

July 29, 2002

Strategic Goal	5-year Outcome Goals	5-year Performance Goals
<p><b>1. WORKPLACE CULTURE</b>  <b>Change the workplace culture in Oregon to increase employer and worker awareness of, commitment to, and involvement with safety and health.</b></p>	<p><b>1.1 SELF-SUFFICIENCY</b>            Promote an integrated approach to managing workplace safety and health.</p>	<p><b>1.1a SAFETY &amp; HEALTH PROGRAM ASSISTANCE</b>            Increase employer self-sufficiency by actively working with safety committees on 85% or more of all consultations to implement an integrated approach to workplace safety and health.</p>
		<p><b>1.1b VPP &amp; SHARP</b>            Increase employer self-sufficiency by awarding Voluntary Protection Program (VPP) certification to 8 Oregon companies and Safety and Health Achievement Recognition Program (SHARP) certification to 80 Oregon companies.</p>
	<p><b>1.2 EDUCATION</b>            Promote, provide, and facilitate educational opportunities in occupational safety and health.</p>	<p><b>1.2a WORKFORCE EDUCATION</b>            Increase attendance of employers/workers from targeted industries<sup>1</sup> at OR-OSHA educational opportunities, and maintain the percent of participants from all industries rating the training as useful for improving safety and health in their workplace at 90% or above.</p>
<p>1. Targeted Industries: Construction, Agriculture, Health Care, Food and Kindred Products, Lumber and Wood Products</p>		

Strategic Goal	5-year Outcome Goals	5-year Performance Goals
<p><b>2. WORKPLACE SAFETY &amp; HEALTH</b>  <b>Improve workplace safety and health for all workers as evidenced by fewer hazards, reduced exposures, and fewer injuries, illnesses and fatalities<sup>1</sup>.</b></p>	<p><b>2.1 WORKPLACE SAFETY &amp; HEALTH</b>  Reduce the number of worker injuries, illnesses and fatalities by focusing resources on targeted industries<sup>2</sup>, significant workplace injuries and illnesses, and the most hazardous worksites.</p>	<p><b>2.1a SAFETY &amp; HEALTH HAZARDS</b>  Reduce three of the most significant types of workplace injuries and causes of illnesses<sup>3</sup> by 10%.</p> <p><b>2.1b ERGONOMICS</b>  Reduce worker musculo-skeletal injuries by increasing outreach to targeted industries<sup>2</sup> where musculo-skeletal diseases (MSD's) are prevalent as evidenced by a reduction in the total claims rate for those claims related to MSD's.</p> <p><b>2.1c TIMELINESS</b>  Respond timely to 95% of fatalities and complaints, 85% of alleged discrimination complaints, and 90% of all complainants; and, timely inform family members of OR-OSHA actions.</p> <p><b>2.1d FATALITIES</b>  Reduce by 15% the fatality rate for those fatalities that are program related.</p>
<p>1. BLS Lost Workday Case Incidence Rate will be reported along with the total claims rate, as the availability of a <i>total</i> claims rate is unique to Oregon.  2. Targeted Industries: Construction, Agriculture, Health Care, Food and Kindred Products, Lumber and Wood Products  3. Safety Hazards: falls  Health Hazards: silica, lead in construction</p>		

Strategic Goal	5-year Outcome Goals	5-year Performance Goals
<p><b>3. PUBLIC CONFIDENCE</b>  <b>To continuously strengthen public confidence through excellence in the development and delivery of OR-OSHA programs and services.</b></p>	<p><b>3.1 ORGANIZATIONAL EXCELLENCE</b>  Encourage organizational excellence through performance management and build on existing professionalism of all OR-OSHA employees.</p>	<p><b>3.1a ORGANIZATIONAL CLIMATE</b>  Provide a work environment that promotes organizational excellence as evidenced by an 85% positive survey rating.</p>
	<p><b>3.2 CUSTOMER SATISFACTION</b>  Foster public confidence through high quality programs and services and effective collaboration with stakeholders.</p>	<p><b>3.2a CUSTOMER SURVEYS</b>  Achieve and maintain customer satisfaction in the delivery of OR-OSHA programs and services as evidenced by an 85% positive rating on all program surveys.</p> <p><b>3.2b COLLABORATION</b>  Develop collaborative opportunities with stakeholders, including partnerships, that contribute to increased safety and health awareness, involvement and commitment in the workplace as evidenced by each opportunity achieving its identified purpose.</p>