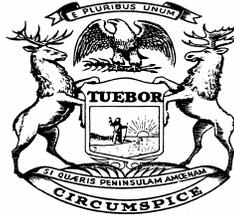


STATE OF MICHIGAN



Strategic Plan Fiscal Years 2009 - 2013

Michigan Occupational Safety and Health Administration (MIOSHA)



**MICHIGAN DEPARTMENT OF ENERGY,
LABOR & ECONOMIC GROWTH**

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INTRODUCTION

Overview

This Strategic Plan was developed to help direct MIOSHA's resource strategies in helping to protect worker safety and health in Michigan. It is designed to measure impact using a balanced combination of enforcement and outreach approaches.

Our Focus

The mission of the MIOSHA is to help assure the safety and health of Michigan workers.

The vision of MIOSHA is to enhance the quality of life and contribute to the economic vitality in Michigan by serving as an effective leader in occupational safety and health. Through staff and stakeholder commitment and creativity, we will provide:

- Credible, customized and responsive consultation, education and training
- Firm, fair and targeted enforcement
- Cooperative agreements with individual employers and employee and employer organizations, and
- Relevant, fact-based standards promulgation.

Our Services

We provide a diverse range of services to meet the needs of our customers - Michigan's employers, employees, labor unions, trade associations, and employer organizations:

- Protect employee and employer rights under MIOSHA.
- Ensure compliance with safety and health regulations through education, consultation, and enforcement inspections.
- Develop safety and health standards that provide protection for employees.
- Create cutting-edge award and partnership programs to recognize and build cooperative relationships.
- Provide a fair adjudication process.
- Collect and compile accurate and timely injury, illness, and fatality data, and program statistics.
- Coach employers to create a safety culture that values employee involvement, training, management commitment, and hazard analysis and prevention.
- Provide accurate assessment of employee exposures through analytical and instrument services.
- Enhance access to information and services through a comprehensive website.

Our Commitment

We work collaboratively with our customers to help create safe and healthful work environments that preserve workers quality of life and protect the employers' profitability. Examples of MIOSHA's commitment include:

- Development of our own health and safety management system as a model to others.
- Going the extra mile to effectively demonstrate the importance of a strong safety culture.

- Recognition of employers who go beyond minimum requirements and exhibit commitment by marked improvements to safety and health.

Our Values

Integrity

- We take pride in honest, effective personal interaction with our customers.
- We are reliable, and trustworthy, and honor our commitments.
- We stand for what we believe in.
- We advocate and adhere to safe work practices even when the solution is difficult.

Excellence

- We have experienced and knowledgeable staff in the fields we regulate.
- We take personal pride and responsibility in our work and are accountable for monitoring our own performance.
- We strive for continuous improvement in our activities and services.
- We view interactions as an opportunity to learn and educate about work-related safety and health issues.

Inclusion

- We promote employer and employee participation in enforcement and consultative activities.
- We include our staff, stakeholders, and partners in making decisions that affect our customers.
- We seek diversity by promoting group interaction in various workgroups and committees.
- We ask our customers about the quality of our services and seek recommendations for improvements.

Teamwork

- We encourage internal communication and cross-divisional interactions and projects.
- We actively cooperate to achieve our common goals.
- We maintain a seamless network throughout the agency to ensure customer needs are met.
- We strive to find what we have in common rather than focus on our differences.

Customer Focus

- We assist our customers in achieving their safety and health goals.
- We strive to “Connect MIOSHA to Industry” through collaboration and information sharing.
- We provide consistent safety and health training statewide through CET services and the MIOSHA Training Institute.
- We offer a variety of awards based on successful safety and health management systems, developing ergonomic innovations, and improving the safety culture in the workplace.
- We encourage partnerships and alliances that work in unison with industry and employers to achieve even greater health and safety systems and mentoring opportunities for industry peers.

MIOSHA PROGRAM OVERVIEW

The Michigan Occupational Safety and Health Act (MIOSHA) Public Act 154 of 1974 established the MIOSHA Program. The Act followed more than 50 years of occupational safety and health services provided in Michigan through various other legislative mandates. The overall philosophy of the MIOSHA program has been, and continues to be, one where employers and employees are provided assistance through a combination of enforcement; consultation, education and training; and various other support services. The MIOSHA program, through a state-plan agreement with the federal Occupational Safety and Health Administration (OSHA), covers nearly all Michigan employers and employees excluding federal employees, mining, maritime and ship building operations.

The MIOSHA Program is organized in distinct functions with separation between enforcement and non-enforcement responsibilities. The specific organizational units and their responsibilities are as follows:

- Administration - Responsible for the overall administration of the MIOSHA Program and for agency policy decisions and operations.
- General Industry Safety and Health Division - Responsible for safety and health enforcement activities within general industry establishments/operations and for enforcement of activities protected under the act as they relate to employee discrimination.
- Construction Safety and Health Division - Responsible for safety and health enforcement activities for all construction operations.
- Consultation Education and Training Division - Responsible for all safety and health education and training services including onsite consultations, seminars, and other training events, voluntary protection programs, electronic information sharing, and the preparation and distribution of written material.
- Management and Technical Services Division - Responsible for providing agency-wide direction and support in the promulgation of occupational safety and health standards; the collection, management and dissemination of data, as well as central support for the federal IMIS system; the preparation and coordination of grants, budgets and cooperative agreements; the coordination of freedom of information (FOIA) responsibilities; and for providing laboratory services and equipment maintenance.
- Appeals Division - Responsible for handling all second/formal appeals (contests). Works with pertinent enforcement divisions and the Michigan Attorney General.
- Consultation Education and Training (CET) Grants - MIOSHA also provides annual grants (currently approximately \$1,000,000 in 100% state restricted funds) to nonprofit organizations to provide training services in unique topic areas or to employers and employees who cannot easily access other training resources.

MIOSHA STRATEGIC GOALS

MIOSHA's Strategic goals are consistent with those of federal OSHA and are as follows:

1. Improve workplace safety and health for all workers, as evidenced by fewer hazards, reduced exposures, and fewer injuries, illnesses, and fatalities.
2. Promote employer and worker awareness of, commitment to, and involvement with safety and health to effect positive change in workplace culture.
3. Strengthen public confidence through excellence in the development and delivery of MIOSHA's programs and services.

OUTCOME AND PERFORMANCE GOALS

MIOSHA has established 10 objectives and 14 emphases that will focus activities on key areas to accomplish MIOSHA's mission and address the three strategic goals.

MIOSHA will use the long-standing combination of enforcement, outreach, voluntary assistance, and innovative partnering with industry to meet these goals. Following is a presentation of the MIOSHA strategic goals, objectives and emphases along with the strategies that will be used to accomplish them.

A summary of MIOSHA's outcome measures, data sources, activities, and strategies to achieve goals is presented in **Appendix A**.

STRATEGIC TOOLS

MIOSHA has used a variety of enforcement and outreach strategic tools to accomplish its mission for many years. These and other tools will continue to be used in implementing the strategic plan. Among these tools are the following:

- **Data Analysis** - MIOSHA has used available safety and health data to determine where resources should be directed. MIOSHA expects that the measurement systems developed to support strategic planning will enhance its ability to further data driven approaches.
- **Standards Promulgation** - MIOSHA will continue to adopt federal standards where required. In addition, using the Michigan Standards Commissions and their advisory committees, MIOSHA will develop pertinent Michigan specific standards, where appropriate. These processes will continue to provide timely and effective worker protection.
- **Enforcement** - MIOSHA has maintained strong enforcement programs since its inception and will continue this approach with the General Industry Safety and Health Division, Construction Safety and Health Division, and the Appeals Division.
- **Alliances and Partnerships** - MIOSHA has maintained alliances and partnerships for many years with various employer, employee and other organizations. Some examples of these include partnerships with the Michigan Safety Conference, various universities,

Associated General Contractors, Ford Motor Company, Visteon, UAW, and others.

- ***Education and Training*** - MIOSHA has maintained a strong program to provide education and training to employers and employees through multiple avenues. These avenues include direct services, training, consultations, seminars, equipment loans, video distribution, and written material development and distribution. These tools will continue to be used, enhanced and modified as part of MIOSHA's approach to accomplish its mission and meet its strategic goals.
- ***Web Page*** - MIOSHA maintains a web site that includes the strategic plan, outcome and performance goals and the strategies to achieve goals.
- ***Information Technology*** - MIOSHA will use its information technology systems to acquire measurement data, evaluate results and improve its effectiveness in meeting its strategic goals.
- ***MIOSHA Management Systems*** - Effective management systems are a key factor for all organizations to effectively accomplish their missions. MIOSHA will continue to improve its management systems to accomplish its missions and address the strategic and performance goals.

CONSULTATION WITH STAKEHOLDERS

MIOSHA's principle stakeholders include employers, employees, occupational safety and health intermediaries, Michigan's Occupational Safety and Health Commissions, other state agencies, the Congress, the Michigan Legislature and its own employees.

MIOSHA's strategies for consulting with its stakeholders included the following:

- **Internal Input** - All MIOSHA staff members were provided with routine updates on the strategic plan as it was developed. All were invited and encouraged to provide their ideas and input through the strategic planning team.
- **Stakeholder Meeting** - On April 29, 2008, MIOSHA held a stakeholder meeting. The goal of this meeting was to present the latest draft plan, identifying performance goals that the stakeholders suggested should be modified or refocused and obtain specific comments and ideas. The results were used to modify certain issues before the plan was finalized.
- **Web Page** - The draft strategic and performance goals were posted on the agency's web page and comments were solicited electronically.

IMPACT FACTORS

A number of external factors may impact MIOSHA's ability to effectively carry out its mission, implement the strategic plan and measure outcomes. These factors undoubtedly influence workplace injuries and illnesses. MIOSHA will monitor these factors and modify the strategic plan and its implementation as necessary to address these issues. The impact factors which could affect MIOSHA's plan include the following:

General Economic Conditions - Economic changes clearly influence workplace safety and health. An improving economy can result in increased injuries and illnesses due to an influx of younger workers, increased production of newer untested production operations and shrinking economic conditions, which often have a mixed impact on injuries and illnesses. While employers may reduce safety and health resources in such situations, they often employ workers with more experience who have the knowledge to work more safely.

Changing Work and Workforce Demographics – MIOSHA, in conjunction with OSHA, must continue to monitor the types of work being performed and the people doing it. Strategies may be modified to address issues such as increased service, contract non-English speaking, and younger and older workers.

Legislative and Budgetary Decisions - Budgetary and legislative activities on both the national and state levels can impact MIOSHA's strategic plan. Changes to the OSH Act, MIOSH Act and federal or state appropriations could impact the implementation of the plan. MIOSHA's strategic plan is based upon stable resource allocation.

Stakeholders - Historically, and with this strategic plan, stakeholder needs will impact MIOSHA's approach to safety and health and implementation of its plan. MIOSHA will adjust its program to most effectively meet the needs of its stakeholders.

Data Systems and Analysis - MIOSHA, in conjunction with federal OSHA, is continuing to develop data systems and analysis for measurement-related analysis. MIOSHA recognizes that there will likely be a time lag between interventions and measuring actual results.

Catastrophic Incidents - Catastrophic incidents that occur could affect the deployment of MIOSHA resources and could result in modifications to the strategic plan.

While MIOSHA cannot control the above impact factors, it will maintain an awareness and perspective to react to them in a timely and effective manner.

EVALUATION

Evaluating MIOSHA's performance in meeting its goals is a critical component in strategic planning. The primary responsibility for collecting, processing and compiling MIOSHA management information and maintaining an occupational injury and illness base rests with the MIOSHA Management & Technical Services Division. The Bureau of Labor Statistics (BLS) data compiled by this division provided a comprehensive overview of Michigan's workplace safety and health needs by identifying the nature of injury and illness cases, the NAICS codes, and the events or exposures causing these occurrences. These data were used to establish strategic goal #1.

Based on a review and analysis of injuries and illnesses and their related frequencies, the agency developed targets and strategies for the Strategic Plan. These data were used to develop Performance Goals. These data also established the basis for selecting the 13 high hazard industries in the private sector: primary metal manufacturing, fabricated metal product manufacturing, beverage and tobacco product manufacturing, wood products manufacturing, plastics and rubber products manufacturing, nonmetallic mineral product manufacturing, machinery manufacturing, transportation equipment manufacturing, recyclable material merchant wholesalers, merchant wholesalers/nondurable goods, landscape services, hospitals, and nursing

and residential care facilities.

MIOSHA has used the Strategic Plan Implementation Team to monitor the implementation of the plan. The team will meet regularly to evaluate the plan's progress, assist in its overall implementation and make modifications where appropriate.

CONCLUSION

This Strategic Plan will help guide and focus MIOSHA resource strategies in helping to protect and promote worker health and safety in Michigan. MIOSHA is using a balanced combination of enforcement and outreach approaches to accomplish its mission and work toward meeting the goals in the strategic plan. MIOSHA reviews the plan periodically and make adjustments in goals and strategies as necessary.

APPENDIX A

Emphasis: 1.1 - Reduce by 20% the rate of worker injuries and illnesses in high-hazard industries. Agency will evaluate industries until 20% reduction has been achieved.									
Scope: The following NAICS have been targeted as high-hazard industries: Beverage & Tobacco Product Manufacturing (312), Wood Products Manufacturing (321), Plastics and Rubber Products Manufacturing (326), Nonmetallic Mineral Product Manufacturing (327), Primary Metal Manufacturing (331), Fabricated Metal Product Manufacturing (332), Machinery Manufacturing (333), Transportation Equipment Manufacturing (336), Recyclable Material Merchant Wholesalers (423930), Merchant Wholesalers, Nondurable Goods (424), Landscaping Services (561730), Hospitals (622), and Nursing and Residential Care Facilities (623).									
Resource Implications: Enforcement - None; Outreach - Number of industries, associations, and establishments requiring outreach; Other - None.									
09	10	11	12	13	CET	GISH	MTS	#	Strategies
X					X	X	X	1	Establish a standing workgroup to identify industries and hazards to target.
X	X	X	X	X	X	X	X	2	Prior to January each year, the standing workgroup will use the most recent injury and illness data to determine which NAICS to continue targeting and which hazards to focus on in each NAICS the next fiscal year.
X						X		3	Prior to October each year, revise the general industry instruction on focused inspections to reflect the NAICS and hazards chosen for targeting next fiscal year.
X	X	X	X	X		X		4	Schedule and conduct programmed inspections in the high-hazard industries that were targeted for outreach during the FY 2004-2008 strategic plan (NAICS 331, 332, 333, 336, and 561730).
X	X	X	X	X		X		5	Schedule and conduct programmed inspections in high-hazard industries newly targeted by FY 2009-2013 strategic plan (NAICS 312, 321, 326, 327, 423930, 424, 622, and 623).
X	X	X	X	X		X		6	Conduct reinspections at all targeted establishments that had five or more serious violations during the prior targeted inspection. Sites that have not shown a reduction in the number of serious violations and have not improved their safety and health management system will receive a reduced good faith credit and ISA reductions.
X	X	X	X	X	X			7	Develop training programs for new hazards and new targeted industries, as needed.
X	X	X	X	X	X			8	Evaluate existing training programs.
X	X	X	X	X	X			9	Issue promotional letters to establishments in targeted industries, e.g. Take a Stand Day, Coffee with MIOSHA, etc.
X	X	X	X	X	X			10	Hold education and training seminars for the targeted industries and hazards, as needed.
X	X	X	X	X	X			11	Conduct on-site consultation surveys for targeted industries and hazards.
X	X	X	X	X	X	X	X	12	Develop awareness articles for industry publications and the MIOSHA News.
		X	X	X	X	X		13	Explore Partnerships & Alliances in high hazard industries that are not showing decreases in I&I rates.
X	X	X	X	X	X		X	14	Encourage CET grant awards for projects that address the targeted industries and hazards.
Outcome Measure/Data Sources:									
Primary - Reduce injury and illness rates by 20%. Use the overall rate in each NAICS, as well as the most prominent injury and illness in each NAICS.									
Intermediate - Number of serious violations (GI), total number of violations (GI), and number of serious hazards identified (CET).									
Data Source: BLS Michigan, IMIS/OIS, Internal Measurement System									
Activities/Measures:									
Enforcement - Number of inspections; number of employees covered by inspections. Use overall rates by NAICS, as well as most prominent injury and illness in each NAICS.									
Consultation - Number of seminars held, number of attendees at seminars, number of Michigan Challenge Programs on-going, number of Michigan Challenge Programs completed, number of hazard surveys, number of consultations, number of articles published, and number of CET grant activities.									
Unresolved Issues: MIOSHA does not have a formal goal for each year but will be monitoring for a 20% reduction. Because BLS does not have TCIRs for Recyclable Material Merchant Wholesalers (423930), BLS data for NAICS 423 will be used. Due to lack of data for Landscaping Services (561730), intermediate measures will be used to measure performance.									

Emphasis: 1.2 - Reduce by 20% the rate of worker injuries, illnesses, and fatalities in workplaces experiencing high rates or with targeted hazards or exposures not covered by Emphasis 1.1.									
Scope: General industry workplaces									
Baselines: FY 2007 data for manufacturing.									
Resource Implications:									
Enforcement - None									
Outreach - None									
Other -									
09	10	11	12	13	CET	GISH	MTS	#	Strategies
X					X	X	X	1	Establish a standing workgroup to identify workplaces to target (i.e., individual establishments with high injury and illness rates, high numbers of fatalities, new high-hazard industries, new hazards).
X					X	X	X	2	The standing workgroup will develop a list of events that could trigger a new industry or hazard to be added to the targeted list (examples of triggers: a new initiative by federal OSHA, a cluster of fatalities in a particular industry or hazard).
X	X	X	X	X	X	X	X	3	At least annually, the standing workgroup will determine which additional workplaces need to be added to the targeted list.
X	X	X	X	X	X	X		4	When a new industry or hazard is targeted, the Division Directors of CET and GI will meet to coordinate their enforcement and outreach activities. They will create a list of implementation strategies for the two divisions (e.g., see the ideas in the CET outreach plan checklist and the workgroup notification template).
X						X		5	Revise the general industry instruction on focused inspections to reflect any changes in targeted workplaces.
X	X	X	X	X		X		6	Schedule and conduct programmed inspections in targeted workplaces.
X	X	X	X	X		X		7	Conduct reinspections at all targeted establishments that had 5 or more serious violations during the prior targeted inspection. Sites that have not shown a reduction in the number of serious violations and have not improved their safety and health management system will receive reduced good faith credit and ISA reductions.
X	X	X	X	X	X	X		8	Develop training programs and informational materials for new hazards and new targeted industries, as needed.
X	X	X	X	X	X			9	Issue promotional letters to targeted workplaces.
X	X	X	X	X	X			10	Hold education and training seminars for the targeted workplaces and hazards, as needed.
X	X	X	X	X	X			11	Conduct on-site consultation surveys for targeted workplaces.
X	X	X	X	X	X	X	X	12	Develop awareness articles for industry publications and the MIOSHA News.
X	X	X	X	X	X		X	13	Encourage CET grant awards for projects that address the targeted industries and hazards.
Outcome Measure/Data Sources:									
Primary - Reduce injury and illness rates and number of fatalities by 20% in manufacturing.									
Intermediate - Number of serious violations (GI), total number of violations (GI), and number of serious hazards identified (CET).									
Data Source: BLS Michigan, IMIS/OIS, Internal Measurement System, total recordable case incident rate.									
Activities/Measures:									
Enforcement - Number of inspections and number of employees covered by inspections.									
Consultation - Number of seminars held, number of attendees at seminars, number of Michigan Challenge Programs on-going, number of Michigan Challenge Programs completed, number of hazard surveys, number of consultations, number of articles published, and number of CET grant activities.									
Other -									
Unresolved Issues: None									

Emphasis: 1.3A - Decrease fatalities in the construction industry by 4% a year over the 5 years (20% total for 5 years) by focusing on the four leading causes of fatalities. (Fall, electrocution, struck-by, crushed by/caught between).										
Scope: Construction Standard Industrial Codes (SIC) 15, 16, 17/North American Industry Classification System (NAICS) 23.										
Baseline: The baseline is the average number of fatalities per 100,000 workers for the five-year period, 2003 thru 2007. This average is 10.8 fatalities/100,000 workers. The number of fatalities per 100,000 workers will be reviewed on a yearly basis, and compared to the baseline. As fatality rates for subsequent years are established, these rates will be averaged and compared to the baseline.										
Resource Implications:										
Enforcement - Fill current vacancies in inspection personnel as budget allows to improve effectiveness in the identification and correction of hazards associated with fatalities.										
Outreach - Fill current vacancies in consultation personnel as budget allows to improve effectiveness in the identification and correction of hazards associated with fatalities. Fund public service announcements/commercials and outreach initiatives.										
Other - Continue focused training for compliance and consultation staff, and safety/health training for joint inspection activity.										
09	10	11	12	13	ADM	CET	CSH	MTS	#	Strategies
X	X	X	X	X		X	X		1	Increase presence during non-traditional work hours. Authorize weekend and overtime work as budget allows.
X	X	X	X	X	X	X	X		2	Issue press releases on high profile compliance cases and CET/CSHD cooperative agreements. Evaluate the effectiveness of, and enhance participation in partnerships and alliances.
X	X	X	X	X		X	X		3	Focus activities and training programs on specific work operations that create the greatest incidence of hazards that cause fatalities: e.g., excavations, roadwork/traffic control, multi-story structures, towers, residential structures (including single family homes), overhead power lines.
X		X		X		X	X	X	4	Continue and enhance targeted initiatives using a data based approach. Develop new outreach initiatives such as: expanding the number of Spanish publications; perform outreach to new construction contractors.
X	X	X	X	X		X	X	X	5	Prepare and distribute accident/fatality information. This includes the posting of this information and enforcement inspection data on the MIOSHA website. Submit quick facts/photo submissions and data to trade publications for enhanced industry awareness related to major hazards. Enhance the MIOSHA construction web page.
X	X	X	X	X		X	X	X	6	Target CET grants for high hazard areas in construction.
X	X	X	X	X		X	X		7	Continue to explore methods of streamlining enforcement and consultation intervention activities to enhance MIOSHA
X	X	X	X	X		X	X	X	8	By October 1, 2009 and subsequent fiscal years of this strategic plan, each division covered by these strategies will submit an annual progress report to the 1.3A & 1.3B Strategic Plan Workgroup.
X	X	X	X	X		X	X	X	9	Convene the 1.3A & 1.3B Strategic Plan Workgroup annually to review implementation and effectiveness of strategies, and explore new options.
Outcome Measure/Data Sources:										
Primary Outcome Measure - Reduce fatalities by 20% as measured against the baseline (five-year average, Fatalities/100,000 workers). Data will be reviewed on a yearly basis.										
Data Sources - Data obtained from the Agency program related fatality log and MISS data for overall industry rates.										
Activities/Measures:										
Enforcement - Tracking of: accident investigations, complaint investigations, programmed/routine inspections, residential construction inspections. Track the number of partnerships developed and/or renewed.										
Consultation - Tracking of: interventions, training sessions, onsite consultation visits, onsite follow-up visits, seminars, seminar participants, newly developed/revised training programs, and the number of alliances developed and/or renewed.										
Other - Injury, illness and fatality data provided by MISS.										
Unresolved Issues: None.										

Emphasis: 1.3B Reduce injuries and illnesses in the construction industry by 4% a year over the 5 years (20% total for 5 years).

Scope: North American Industry Classification System (NAICS) 23.

Baselines: The baseline is the days away, restricted or transferred (DART) rate average for the five-year period, 2003 thru 2007. This average is 3.0/200,000 hours worked. The DART rate will be reviewed on a yearly basis, and compared to the baseline. As DART rates for subsequent years are established, these rates will be averaged and compared to the baseline.

Resource Implications:

Enforcement - Fill current vacancies in inspection personnel as budget allows to improve effectiveness in the identification and correction of hazards that cause injuries & illnesses.

Outreach - Fill current vacancies in consultation personnel as budget allows to improve effectiveness in the identification and correction of hazards that cause injuries and illnesses. Fund public service announcements/commercials and outreach initiatives.

Other - Continue focused training for compliance and consultation staff, and safety/health training for joint inspection activity.

09	10	11	12	13	ADM	CET	CSH	MTS	#	Strategies
X	X	X	X	X	X	X	X		1	Increase presence during non-traditional work hours. Authorize weekend and overtime work as budget allows.
X	X	X	X	X		X	X		2	Issue press releases on high profile compliance cases and CET/CSHD cooperative agreements. Evaluate the effectiveness of, and enhance participation in partnerships and alliances.
X	X	X	X	X		X	X		3	Focus activities and training programs on specific work operations that create the greatest incidence of safety hazards: e.g., excavations; roadwork/traffic control; multi-story structures; towers; residential structures (including single family homes); overhead power lines.
X	X	X	X	X		X	X		4	Focus activities and training programs on specific work operations that create the greatest exposure to health hazards; i.e., silica, lead, noise, asbestos, isocyanates: e.g., contractors performing concrete cutting; bridge painting; loud machinery and equipment; renovation and demolition; and companies using foam insulation and/or isocyanate containing adhesives.
X	X	X	X	X		X	X		5	Emphasize cross training between SOs and IHs to enhance review of Hazard Communication and Accident Prevention Programs, to identify health and safety hazards.
X	X	X	X	X		X	X		6	Increase ergonomic awareness for MIOSHA staff and industry.
X		X		X		X	X	X	7	Continue and enhance targeted outreach initiatives using a data based approach. Develop new outreach initiatives such as: expanding the number of Spanish publications and perform outreach to new construction contractors.
X	X	X	X	X		X	X		8	Prepare and distribute injury & illness data including the posting of this information and enforcement inspection data on the MIOSHA website. Submit quick facts/photo submissions and data to trade publications for enhanced industry awareness related to major hazards. Enhance the MIOSHA construction web page.
X	X	X	X	X		X	X	X	9	Target CET grants for high hazard areas in construction.
X	X	X	X	X		X	X		10	Continue to explore methods of streamlining enforcement and consultation intervention activities to enhance MIOSHA
X	X	X	X	X		X	X	X	11	By October 1, 2009 and subsequent fiscal years of this strategic plan, each division covered by these strategies will submit an annual progress report to the 1.3A & 1.3B Strategic Plan Workgroup.
X	X	X	X	X		X	X	X	12	Convene the 1.3A & 1.3B Strategic Plan Workgroup annually to review implementation and effectiveness of strategies and explore new options.

Outcome Measure/Data Sources:

Primary Outcome Measure - Reduce the DART rate by 20% as measured against the baseline (five-year average, DART rate). Data will be reviewed on a yearly basis.

Data Sources - Data obtained from the BLS Survey of Injury and Illness (SOII) survey and overall industry rates.

Activities/Measures:

Enforcement - Tracking of: accident/incident investigations, complaint investigations, programmed/routine inspections, residential construction inspections, and partnerships developed and/or renewed.

Consultation - Tracking of: interventions, training sessions, onsite consultation visits, onsite follow-up visits, seminars, seminar participants, newly developed MTI training programs, and alliances developed and/or renewed.

Other - Injury and illness data provided by MISS.

Emphasis: 2.1 - Promote safety and health management systems (SHMS) during 100% of MIOSHA visits. Evaluate the SHMS in general industry and construction employers that have comprehensive MIOSHA visits. 60% of the employers in general industry that receive a subsequent MIOSHA visit will have a fully implemented SHMS or will have improved their SHMS.											
Scope: SHMSs will be promoted during all MIOSHA contacts. General industry and construction establishments that are subject to a MIOSHA visit (programmed/comprehensive inspection or consultation hazard survey) will have a SHMS evaluation. The GISHD 512 or CET HO-20 forms will be used for the evaluation. An increase of three (3) sub-elements determines improvement in a SHMS.											
Baselines: Initial SHMS evaluations compared to subsequent evaluations conducted during FY 2009-2013.											
Resource Implications:											
Enforcement - Time to develop SHMS evaluation form, instruction, and training.											
Outreach - Time to develop SHMS evaluation form, instruction, and training. Revise data system for CET.											
09	10	11	12	13	ADM	CET	CSH	GISH	MTS	#	Strategies
X	X	X	X	X			X	X		1	Complete a SHMS evaluation form for all programmed/comprehensive inspections and a copy provided to the employer (MIOSHA 512 and CSHD form to be developed).
X	X	X	X	X		X	X	X		2	Provide a sample SHMS to employers as needed.
X		X				X	X	X		3	Develop or revise instructions that include a system for measuring SHMS improvement. Develop/revise SHMS forms and provide MIOSHA staff training.
X	X	X	X	X		X		X		4	When citations are issued, GISHD enforcement will make a referral to CET if the employer scored ten or fewer sub-elements during a programmed inspection enforcement activity. CSHD will make a referral to CET if the employer scored seven or fewer sub-elements and three or more serious safety issues during all inspection enforcement activity
X	X	X	X	X	X	X	X	X	X	5	Continue to evaluate IMIS and CET databases as needed to meet strategic goal.
X	X	X	X	X		X	X			6	Increase emphasis on evaluating employers SHMSs through compliance with Construction Safety Standard, Part 1, Rule 114 (accident prevention program).
X						X	X			7	Provide cross training to construction safety officers and industrial hygienists on all aspects of adequate enforcement of Rule 114 (accident prevention program) and hazard communication.
X	X	X	X	X		X				8	Complete a SHMS evaluation during all hazard surveys using the CET HO-20.
X	X	X	X	X		X				9	Review annually and conduct a re-evaluation using the CET HO-20 for those that scored 10 or fewer sub elements on the initial SHMS evaluation. If the company scores ten or fewer on the re-evaluation the consultant will provide recommendations for improvement.
X	X	X	X	X		X				10	Provide information on SHMSs during all seminars and workshops (i.e., Blueprints for Safety and Health, Fundamentals for Safety and Health, When MIOSHA Visits, and MIOSHA 10-Hour Construction).
X	X	X	X	X		X				11	Develop case studies that summarize employer success stories, best practices, and describe the benefits of a written and implemented SHMS.
X	X	X	X	X	X	X	X	X		12	Write articles that focus on the elements of a SHMS highlighting best practices from employers.
X	X	X	X	X		X	X	X		13	Analyze annually and evaluate data to compare with SHMS 60% improvement goal.
X	X				X	X	X	X	X	14	Form an implementation team and track the progress of 2.1 strategic goal.
Outcome Measure/Data Sources:											
Primary - Enforcement, using IMIS/OIS, determine the percent of employers where their SHMS was promoted and evaluated. Consultation, using SPSS and the CET Database, determine the percent of employers where their SHMS was promoted and evaluated. Enforcement, using IMIS/OIS, determine the percent of employers where their SHMS has been improved. Consultation, using SPSS and the CET Database, determine the percent of employers where their SHMS has been improved.											
Intermediate - During CET return visits, compare recalculated injury and illness rates to initial visits.											
Activities/Measures:											
Enforcement and Consultation - Number of SHMS evaluations completed, number of employers who show improvement in their SHMS, and number of employers who received an SHMS promotion.											
Other - Number of articles written/published by MIOSHA about SHMSs.											
Unresolved Issues: Degree of subjectivity of the SHMS review process. Evaluating the small employer equitably.											

Emphasis: 2.2 - Enhance employer and worker awareness and participation in the MIOSHA Training Institute (MTI).												
Scope: Continued development of the MTI.												
Baselines: FY 2008 MTI attendees (1,801), FY 2008 certificates issued (30), FY 2008 MTI outreach strategies												
Resource Implications:												
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	#	Strategies
X	X	X	X	X			X				1	Provide MTI outreach through development of Online Seminar Training Catalogue and calendar
X	X	X	X	X	X		X	X	X		2	Conduct outreach to Michigan safety and health organizations (e.g., MIHS, ASSE MI Chapters) while participating at their expos, meetings, and conferences/training.
X	X	X	X	X			X				3	Develop and implement an MTI Scholarship program to increase MTI attendance.
X							X				4	Conduct MTI outreach to high hazard industries defined in strategic plan through SST letters.
X	X	X	X	X		X	X	X	X		5	Follow up on GISHD and CSHD enforcement cases for companies scoring low on the safety and health evaluation to encourage attendance at MTI courses. Significant cases will also be informed about the benefits of attending MTI courses.
X	X	X	X	X			X	X	X		6	Routinely communicate with alliance members, partnerships contacts, and other MIOSHA stakeholders through ListServ announcements and email notices to keep them aware of the MTI offerings.
X	X	X	X	X			X	X	X		7	Develop an MTI email notification system to inform MTI students about new pilot courses.
X	X						X				8	Establish a system for continuous improvement of MTI courses based on evaluation summaries and customer feedback.
											9	Write quarterly MTI articles for MIOSHA News, keep MIOSHA MTI webpage current, and submit media releases on all
X	X	X	X	X			X		X		10	Develop and deliver advanced- level MTI courses based on customer survey feedback. Make changes to the 10-hr. Construction course to fulfill new OSHA requirements.
Outcome Measure/Data Sources:												
Primary - Number of level 1 and advanced certificate holders.												
Data Source: MTI database												
Activities/Measures: Consultation - Number of MTI contacts added to list, MTI outreach letters mailed, MTI promotions												
Other - Customer Survey to assess future needs												
Unresolved Issues:												

Emphasis: 2.3 - Increase participation in MIOSHA cooperative programs. The following cooperative programs will increase participation by 15 new MVPP awards; 10 new MSHARP awards; 50 new CET (Bronze, Silver, Gold, & Platinum) Awards; initiate 30 Michigan Challenge Programs; 10 new Alliances, and 7 new Partnerships.

Scope: Promote the development and improvement of safety and health systems, and/or recognize those systems that are effective through the following MIOSHA programs: Michigan Voluntary Protection Program (MVPP); Michigan Safety and Health Recognition Program (MSHARP); Consultation, Education, and Training (CET) Awards; Michigan Challenge Program (MCP); partnerships; and alliances.

Baselines: Baselines will be the current number of cooperative program participants as of September 30, 2008. (16 alliances and 8 partnerships)

Resource Implications:

Enforcement - Time on staff meeting agenda to allow for presentations on cooperative programs. Provide enforcement staff to conduct reviews, audits and surveys for cooperative programs. Devise MVPP/MSHARP pilot program for the construction industry.

Outreach - Staff resources necessary for 2.3 emphasis strategies. Developed a pilot MSHARP/MVPP program for the construction industry. Staff necessary to enhance web pages for MVPP/MSHARP. Communication Director's resources necessary to address additional cooperative program participants.

09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	#	Strategies
X	X	X	X	X	X	X	X	X	X	X	1	Educate MIOSHA staff about the benefits of the 2.3 emphasis program areas through presentations at other division meetings and articles in the MIOSHA weekly.
X	X	X	X	X					X		2	Develop a potential candidates list for recognition awards from GISHD comprehensive/programmed inspections where employers received no serious citations and the CET MVPP Mentor's log.
X	X	X	X	X				X	X		3	Participation of enforcement staff in audits or hazard surveys under 2.3 emphasis programs as necessary.
X	X	X	X	X			X	X			4	Develop and implement an MVPP pilot for the construction industry.
X	X	X	X	X			X	X	X		5	Develop a 2.3 emphasis implementation team to monitor progress.
X	X	X	X	X	X		X				6	Develop and update promotional materials and enhance the MIOSHA web page to show the benefits of cooperative programs (may include CD/DVD, pamphlets, or fact sheets).
X	X	X	X	X			X	X	X		7	Promote cooperative programs through presentations and consultations at local safety councils, professional associations, chambers of commerce, CET seminars, and other groups. Publicize these activities through local media and organizations/associations newsletters, and CET ListServ.
X	X	X	X	X	X		X				8	Invite the Governor's office and Dept. Director's office to make presentations at award ceremonies.
X	X	X	X	X			X				9	Conduct recertifications, re-evaluations, and renewals to maintain existing cooperative program participants.
X	X	X	X	X	X		X	X	X		10	Identify and establish alliances and partnerships with organizations that will have the greatest impact on NAICS codes targeted within the 2009-2013 strategic plan.
		X									11	Explore and revise criteria for Silver, Gold and Platinum awards.
X	X	X	X	X	X	X	X	X	X	X	12	MIOSHA Safety and Health Advisory Committee will work towards achieving participation in the MVPP.

Data Source: Internal measurement using CET program records.

Activities/Measures:

Enforcement - Activity: Provide the CET division with the necessary IMIS data to identify potential candidates.

Consultation - Measure: Number of cooperative program presentations given at other division meetings, number of news releases promoting cooperative programs, number of MVPP/MSHARP renewals and re-certifications, and number of renewals and annual re-evaluations for alliances.

Unresolved Issues: Determine feasibility of construction MVPP. Agency is considering four options: resident contractors, mobile workforce, geographic area, and large projects. Additional issue is maintenance of injury/illness data for subcontractors. Resolved 2010. 17

Emphasis: 2.4 - Connect MIOSHA to industry by promoting the benefits of workplace safety and health through initiatives and communication with employers and employees.

Scope: Provide safety and health awareness during every intervention.

Baselines: FY 2006 Michigan DART of 2.5 and TCIR of 5.1; April 2007 - April 2008 customer comment card satisfactory response rate (99% useful); and 100% implementation of

Resource Implications:

Enforcement - Budget and staff time to develop and implement initiative strategies.

Outreach - Budget and staff time to develop and implement initiative and CET marketing strategies.

Other -

09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	Other	#	Strategies
X	X	X	X	X	X		X	X	X	X	Marketing Committee	1	Develop and implement an outreach plan for 100% of MIOSHA Initiatives to targeted groups. A) Establish gatekeeper/liason to plan, assign and track each new initiative. B) Create initiative workgroup as needed for the development and implementation of each new outreach plan. C) Identify the appropriate target group for each new initiative. D) Determine need for new or revised MIOSHA policies, procedures, instructions or interpretations; MIOSHA staff training; communication; educational resources; and Agency interventions as part of outreach plan for every MIOSHA Initiative.
X	X	X	X	X	X		X	X	X			2	In the second quarter, review initiatives on a fiscal year basis.
X	X	X	X	X	X		X	X	X		Marketing Committee	3	Coordinate recommendations for new initiatives.
X	X	X	X	X	X		X			X	Marketing Committee	4	Develop and implement a marketing plan for CET services to targeted groups. A) Seek marketing assistance to develop plan. B) Market CET services to specific trade organizations; Michigan safety and health organizations; Michigan Safety Conference attendees; and unions using key tools. Tools to include promotion letters, presentations, MIOSHA website and listserv announcements.
X	X	X	X	X			X	X	X			5	Distribute information during MIOSHA interventions.

Outcome Measure/Data Sources:

Primary - Reduced overall MI I & I rates

Intermediate - # of employers/employees using CET services, # of listserv subscribers, # of MIOSHA web hits, % of positive customer card responses.

Data Source: CET , IMIS/OIS, BLS and DIT

Activities/Measures:

Enforcement - % of initiatives implemented, # of contact lists created, # of promotional letters mailed to targeted groups, # of enforcement visits.

Consultation - % of initiatives implemented, # of contact lists created, # of promotional letters mailed to targeted groups, CET sponsorship at MSC, # of CET employer and employee contacts.

Unresolved Issues:

Emphasis: 3.1 - Foster a culture of integrity, inclusion, teamwork, and excellence to strengthen confidence in and delivery of MIOSHA services.													
Scope: 3.1A - Internal - Implement strategies that nurture collaboration among all MIOSHA team members to enhance effective communication and staff development.													
Baselines: Results from previous surveys.													
Resource Implications: Establishment of a 3.1 workgroup to oversee implementation of all strategies. Budgetary constraints.													
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	Other	#	Strategies
X	X	X	X	X	X	X	X	X	X	X	Agency Training Committee	1	Cross Training - Develop a policy requiring cross training for all MIOSHA staff on a regular basis. Cross training may include field activities, division/regional meetings, partnerships/alliance activities, or division updates.
X	X	X	X	X	X	X	X	X	X	X	MIOSHA Managers, Directors, Web Team, and Agency Training Committee	2	Continuous Improvement - A) Create and implement training or information session on the reason for and value of being a continuous improvement organization. Establish and implement problem solving tracking and follow-up system. B) Strengthen organizational and individual team member integrity through understanding roles and responsibilities (i.e. confidentiality) and organizational philosophy. C) Update MIOSHA staff periodically on the MIOSHA website improvements. D) Participate in MI-360 performance evaluations.
X	X	X	X	X	X		X			X		3	Leadership Development - Evaluate and implement course alternatives for the MIOSHA Leadership Institute considering MIOSHA's needs for succession planning. Develop and implement an informal job shadowing program and a formal mentoring program.
X	X	X	X	X	X					X	Cross Cultural Team	4	Survey and Improve Culture - Continue to evaluate MIOSHA's culture to assess the impact of cultural change initiatives and to identify potential areas for improvement. Repeat the Organizational Culture Inventory in 2010 and 2013 and the Internal Assessment of Management Strategies Survey (IAMS) in 2009 and 2012.
X	X	X	X	X	X	X	X	X	X	X		5	Committee Participation - Use variety of collaborative techniques in decision making and policy setting such as representative work group, surveys, action plans, and mechanisms for input, feedback, and follow-up.
X	X	X	X	X	X	X	X	X	X	X	MIOSHA Weekly Editorial Board	6	MIOSHA Weekly - Enhance the MIOSHA Weekly to include more opportunities for participation and input. Add a weekly article from each manager/supervisor on their program area. Publicize workgroup updates. Evaluate annually and make changes as appropriate.
X	X	X	X	X	X	X	X	X	X	X	Agency Training Committee	7	Orientation - Continue and refine process for new employee orientation. Initial meet and greet with managers followed-up with more information. New hires accompany field staff and attend training opportunities from other divisions. Assign mentors to new hires.
X	X	X	X	X	X							8	MIOSHA Awards - Review and seek opportunities to recognize staff contributions and accomplishments.
X	X	X	X	X	X	X	X	X	X	X	Consistency Committee	9	Consistency - Provide ongoing technical training to staff on standards, interpretations, and application.
Outcome Measure/Data Sources: Internal Assessment of Management Strategies Survey (IAMS) and the Organizational Culture Inventory.													
Activities/Measures: Percent of staff involved in agency or division workgroups, number of MIOSHA Weekly issues, percent of new employees receive orientation within three months, number of awards, percent of employees participating in cross training, number of technical training sessions held, number of IAMS and OCI survey distributed and percent returned, number of employees participating in mentoring.													

Emphasis: 3.1 - Foster a culture of integrity, inclusion, teamwork, and excellence to strengthen confidence in and delivery of MIOSHA services.													
Scope: 3.1B External - 95% of employers and workers who provide customer service feedback rate their overall MIOSHA intervention(s) as useful in identifying and correcting workplace safety and health hazards.													
Baselines: Customer Survey results and Comment/Suggestion Card.													
Resource Implications: Establishment of a 3.1 workgroup to oversee implementation of all strategies. Budgetary constraints.													
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	Other	#	Strategies
X	X	X	X	X	X	X	X	X	X	X	Marketing Committee	1	Comment Card - Continue to solicit feedback from employers and employees on the effectiveness of MIOSHA interventions. Develop a process to improve MIOSHA staff and employer/employee participation. Develop a formal tracking system for responses to customer comments/suggestions to ensure that issues are resolved or at least responded to. Ensure issues and action items are communicated back to the employer.
X	X	X	X	X	X		X	X	X		Web Team	2	Website - Continuously improve website to expand information and services and to capture employees' and employers' comments and concerns. Explore greater use of the comment card on the website. Link MIOSHA website from other websites.
X	X	X	X	X	X	X	X	X	X	X	Agency Training Com., Web Team	3	Connecting - Continue "Connecting MIOSHA to Industry" initiative including staff training on interpersonal skills, storytelling, and public relations. Explore creating a "Connecting" page on the MIOSHA website.
X	X	X	X	X	X	X	X	X	X	X	Training Com., Consistency Com., CCT	4	Consistency - Continue efforts to ensure all MIOSHA staff provide consistent information through cross-training, instructions, fact sheets, interpretations, and Q&As available on the website for MIOSHA staff and customers.
X	X	X	X	X	X		X	X	X	X	Core Curriculum	5	Technical Training for Customers - Continue to expand seminars and MTI programs and pursue having appropriate programs offered on-line to enhance knowledge and understanding of MIOSHA standards. Continue CET grant technical training.
X	X	X	X	X	X							6	Other Customer Feedback - Continue to explore and implement innovative ways to improve the amount and types of customer feedback through participation in association functions, follow-up surveys, or other strategies.
X	X	X	X	X	X		X				Marketing Committee	7	Communication - Continue the MIOSHA News publication on a quarterly basis. Communicate summaries of customer feedback and actions taken on a quarterly basis. Explore use of PSAs and other outreach strategies using various media. Continue to explore the use of other state agencies' mailing lists and methods of communication.
				X	X		X	X	X	X		8	Survey - Continue MIOSHA Customer Survey. Compile data and compare results to previous surveys to identify strengths and areas for continued improvement or action and assess impact of changes made.
X	X	X	X	X	X	X	X	X	X	X		9	Forums/Symposiums and Other Special Events - Enhance interactions with employers and employees through forums/symposiums and other special events targeted on specific industries or topics.
Outcome Measure/Data Sources: Comment Cards, Website, Staff Training, Fact Sheets, Ask MIOSHA and MIOSHA Info., MTI Courses and CET Seminars, CET Grant Training, MIOSHA News, Press Releases, PSAs, Survey, Forums/Symposiums.													
Activities/Measures: # of comment cards received via hard copy and website, # of visits to the website, % of positive feedback on customer comment cards and CET seminars/MTI evaluations, # of staff training, # of fact sheets developed, # of Ask MIOSHA and MIOSHA Info questions received, # of MTI courses and CET seminars including # of participants, # of CET grant trainings and participants, # of MIOSHA News publications, # of press releases issued, # of PSAs, # of customer surveys received via hard copy and website, # of forums/symposiums and participants.													

Emphasis: 3.2A - Respond to 97% of complaints within ten working days for enforcement divisions.												
Scope: Statewide - Prompt enforcement response to all received complaints.												
Baselines: FY 2007 data 96.6% and FY 2008 data 97.4%.												
Resource Implications:												
Enforcement - Maintain staffing levels necessary to achieve goal.												
Outreach - Continue to share related strategies between enforcement divisions.												
Other -												
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	#	Strategies
X	X	X	X	X				X	X		1	Maintain training of back-up personnel for all aspects of complaint processing.
X	X	X	X	X				X	X		2	Maintain and update procedures for "D" letters as necessary.
X	X	X	X	X				X	X		3	Assign compliance staff as needed to assist with complaints.
Outcome Measure/Data Sources:												
Primary - Response time for all complaints to be ten working days or less.												
Intermediate - Average response time.												
Data Source: Fat/Cat and Complaint response data												
Activities/Measures:												
Enforcement - Track percent of complaints opened within ten working days.												
Enforcement - Compare percentage achieved to the baseline annually.												
Other -												
Unresolved Issues: None.												

Emphasis: 3.2B - Continue to maintain initiation of investigations of program-related fatalities and catastrophes within one working day of notification for 100% of occurrences to prevent further injuries or deaths.												
Scope: Program Related - Statewide												
Baselines: FY 2007 data for response time												
Resource Implications:												
Enforcement - Designate staff to complete Forms 36 (Event Fat/Cat Report) and 170 (Investigation Summary Form).												
Outreach -												
Other -												
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	#	Strategies
X	X	X	X	X				X	X		1	Ensure/require Form 36 is entered into IMIS/OIS within the next work day of notification of a fatality/catastrophe and verify reporting of data for accuracy on a monthly basis.
X	X	X	X	X				X	X		2	Complete and enter Form 36 according to IMIS/OIS manual protocol; specifically, Form 36 used only for fatalities and catastrophes and then followed up by using Form 170.
X	X	X	X	X				X	X		3	Review data annually to determine if additional training is needed.
Outcome Measure/Data Sources:												
Primary - Fatality/catastrophe tracking report on IMIS/OIS.												
Intermediate -												
Data Source: Fat/Cat and Complaint response data from OSHA.												
Activities/Measures:												
Enforcement - Number of fatality reports, number of catastrophes, and response time of reporting date to opening conference date.												
Consultation -												
Other -												
Unresolved Issues: None.												

Emphasis: 3.2C - Decrease average number of calendar days from opening conference date to citation issuance date by ten percent to protect workers in a more timely manner.												
Scope: Statewide												
Baselines: 2006 data GI Safety 61 days, GI Health 78 days, Construction Safety 46 days, and Construction Health 49 days. 2008 data GI Safety 65.28, GI Health 67.70, Construction Safety 43.32, and Construction Health 60.60 days.												
Resource Implications:												
Enforcement - Maintain staffing levels necessary to achieve goals.												
Outreach - Share related strategies between Enforcement Divisions.												
Other -												
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	#	Strategies
X								X			1	Finalize and implement CSHD Completing Inspection Casework Instruction.
X									X		2	Establish workgroup to develop, finalize, implement, and train staff on division instruction to reduce lapse time including brainstorm ideas supplied by 3.2 workgroup.
	X	X	X	X				X	X		3	Review and update division instructions to make changes as needed to reduce lapse time.
		X						X	X		4	Re-evaluate percentage of lapse time reduction and modify as necessary
Outcome Measure/Data Sources:												
Primary - Decrease average number of calendar days from opening date to the citation issuance date.												
Intermediate -												
Data Source: State Activity Mandated Measures (SAMMs) Report												
Activities/Measures:												
Enforcement - Track number of days, compare baselines annually.												
Consultation -												
Other -												
Unresolved Issues: None.												

Emphasis: 3.2D - Establish a priority and a deadline for all standards assigned for promulgation. Promulgate 100% of standards required by OSHA within six months and 80% of the other standards within deadlines established by an annual standards promulgation plan.

Scope: Covers all MIOSHA standards, new or to be amended, whether initiated by federal OSHA, assigned by one of the three MIOSHA standards commissions, or standards needing small improvements without commission approval.

Baselines: None. Evaluate performance each fiscal year against the standards promulgation plan for that year.

Resource Implications: Additional hours for existing staff or more staffing for the Standards Section would improve the probability of meeting or exceeding the goals and objectives by being able to establish more advisory committees, conduct more meetings, and complete the promulgation of more standards.

09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	#	Strategies
X					X	X	X	X	X	X	1	Develop and conduct a survey of MIOSHA commissions, administrators, directors, supervisors, and liaisons to reach a consensus on priority of all standards that require amendments or promulgation.
X	X	X	X	X	X			X	X	X	2	Prioritize additional standards as they are identified and add to the priority list.
X										X	3	Assign target deadlines for completion of all MIOSHA standards that require promulgation by October 1, 2008.
X	X	X	X	X						X	4	Develop a standards promulgation plan prior to the start of each fiscal year.
	X	X	X	X						X	5	Re-evaluate deadlines annually prior to the new fiscal year.
X	X	X	X	X						X	6	Develop and maintain tracking systems, including an electronic version to be available for all staff.
X	X	X	X	X			X	X	X	X	7	Continue to have an Inter-divisional Liaison Team to assist the Standards Section on projects.
X	X	X	X	X	X		X	X	X	X	8	Continue to have quarterly commission meetings and monthly advisory committee meetings as Standards Section staffing permits.

Outcome Measure/Data Sources: Percentage of federally-required standards promulgated within six months and percentage of other standards promulgated within target deadlines for that fiscal year. Report as of September 30th each year.

Primary - Number of standards that complete the promulgation process compared to the standards promulgation plan for the fiscal year.

Intermediate - A prioritized list of standards for amendment or promulgation. A standards promulgation plan each fiscal year. Number of commission, advisory committee, and standards liaisons meetings during the fiscal year.

Data Source: Internal Measurement System

Activities/Measures: Development and conducting of standards promulgation prioritization survey, development of a promulgation priority list, development of an annual promulgation plan, development and maintenance of tracking systems including electronic version, and conducting standards liaisons, commission, and advisory committee meetings.

Unresolved Issues: None

Emphasis: 3.3 - Identify, design, and implement data management systems and processes to meet MIOSHA program information technology needs.													
Scope: Assess the information systems necessary to collect performance data, acquire related IT equipment, and provide appropriate hardware and software training for all agency programs.													
Baselines: 2. The current computer inventory in terms of age of units and number of systems as measured at the beginning of FY 2009.													
Resource Implications: 1. Unknown. 2. Budget to replace a percentage of computer systems (probably 25% per year if using a four-year replacement cycle) and software systems. Also budget to fill vacant data analyst position in MISS/MTSD, and to obtain Secure ID/VPN for field staff. 3. Budget and approval to provide hardware and software training for staff. 5. MIOSHA computer systems may need to be upgraded to operate the OIS. 6. Staffing to support existing and emerging data management systems remains a concern. 7. Budget to support the evaluation and implementation of a CET DMS remains a concern. 11. Feasibility of Secure ID/VPN to meet the needs of most field staff.													
09	10	11	12	13	ADM	APP	CET	CSH	GISH	MTS	Other	#	Strategies
X										X		1	Review strategies of other strategic plan workgroups to determine data needs, baselines, requirements, measures, and sources.
X	X	X	X	X							IT Liaisons	2	Review needs and establish budget for acquisition, replacement, maintenance, and enhancement of IT inventory and hardware and software training. Create an inventory and tracking mechanism.
X	X	X	X	X							Liaisons	3	Identify IT training needs and internal and external options for resources.
X	X	X	X	X	X-HR	X	X	X	X	X	IT Liaisons	4	Identify essential computer skills and include in hiring specifications and performance management plans.
X	X	X					X	X	X	X	Liaisons	5	Plan and execute agency-wide OSHA Information System (OIS) conversion (from IMIS).
X	X	X	X	X	X	X	X	X	X	X	MIOSHA IT Liaisons	6	Support additional data needs such as Dodge Reports System, Fatality Log System, Safety and Health Management Plan System, Asbestos Management Information System, Laboratory Information Management System, Enforcement Priority Scheduling System, Agency Training Tracking System etc.
X	X	X	X	X			X			X	DTMB	7	Evaluate (with DTMB) the alternatives for the development and implementation of a CET 23(g) data management system.
X	X	X								X	IT Liaisons	8	Develop formal policy on data backup, storage, retention, and encryption to maintain the integrity, security, and privacy of MIOSHA electronic data.
X	X	X	X	X	X	X	X	X	X	X	DTMB, Liaisons	9	Increase use of technologies such as web-based meetings and/or training for internal and external customers.
X	X	X	X	X	X	X	X	X	X	X	IT Liaisons	10	Review various tracking systems and logs to improve efficiency and minimize duplication of information.
X	X						X	X	X	X	Liaisons	11	Evaluate feasibility of Secure ID/VPN for field staff.
Outcome Measure/Data Sources:													
Primary - Unknown at this time.													
Intermediate - Unknown at this time.													
Data Source: Internal measurement systems.													
Activities/Measures: 1. Review of other strategic plan emphases and identification of DM needs. 2. Evaluation of current computer inventory and DMS and development of a replacement plan for existing systems. 3. Assessment of IT training needs and identification of resources. 4. Evaluation of essential computer skills and inclusion in hiring and performance management systems. 5. Conversion from IMIS to OIS. 6. Maintenance of functional data management systems. 7. Completion of CET 23(g) DMS evaluation, development, and implementation. 8. Development and implementation of formal agency policies for data backup, storage, and retention. 9. Increased use of web-based technologies. 10. Review and modification of tracking systems and logs. 11. Completion of evaluation.													
Unresolved Issues: Need to review strategies for other strategic plan emphases to identify data management needs.													