

## CAL/OSHA STRATEGIC PLAN FY 2019-2023

### INTRODUCTION

This five-year Strategic Plan is being submitted as required by OSHA to meet requirements of the Government Performance Results Act (GPRA). State plan states are not required to operate programs identical to those of OSHA, but have the flexibility to operate programs that reflect their own state-specific issues and concerns, provided their programs are “at least as effective” as the OSHA program.

The FY 2019-2023 five-year Strategic Plan for the Cal/OSHA program incorporates the successful performance initiatives included in the previous five-year plan and introduces new performance initiatives that focus on priority safety and health issues in California. The new Cal/OSHA Strategic Plan includes outcome-oriented objectives which are designed to produce measurable progress toward realization of the following three goals:

- Goal 1. Secure safe and healthy workplaces, particularly in high-risk industries, and improve workplace safety and health through enforcement and consultative assistance.
- Goal 2. Promote workplace cultures that increase employer and employee awareness of, commitment to, and involvement in safety and health.
- Goal 3. Maximize Cal/OSHA's effectiveness and enhance public confidence

Cal/OSHA will then develop Annual Performance Plans as required by OSHA to identify specific performance goals for each fiscal year. These Annual Performance Plans will be based on the strategic, outcome, and performance objectives outlined in the FY2019-2023 Strategic Plan.

### VISION STATEMENT

The Cal/OSHA Program will be a model agency that promotes workplace safety and health by motivating employers and employees to be actively involved in preventing hazards that may lead to injuries and illnesses on the job.

## ORGANIZATION AND OVERVIEW

The following overview of the Cal/OSHA Program discusses both Administrative and Program functions.

### ***Administration***

The California Department of Industrial Relations (**DIR**) is designated to administer the California Occupational Safety and Health Plan (**Cal/OSHA**). The Department is an agency within the Labor and Workforce Development Agency. The Division of Occupational Safety and Health (**DOSH**) provides the enforcement and consultative branches of the Cal/OSHA program, and is responsible for workplace inspections to enforce safety and health standards, education and outreach to employees and employers, and on-site consultative assistance. DOSH is headed by a Chief, who is supported by a Deputy Chief for Enforcement, a Deputy Chief for Research and Standards, an Assistant Chief for Enforcement Administration, and a Program Manager for Consultation Services.

### ***Cal/OSHA Enforcement***

The Division's field enforcement activities are administered through four geographical regions and four statewide units, each headed by a Regional Manager, Principal Engineer or Manager, who report directly to the Deputy Chief for Enforcement, or to the Chief, in the case of the Process Safety Management (PSM) Unit. Compliance staff is assigned to 28 district offices, each administrated by a District Manager or equivalent that may be of either the safety or health discipline. The Deputy Chief for Enforcement directs compliance activities. Two Senior Safety Engineers are assigned to each of the four geographical regional offices in order to provide technical inspection support for field staff, and to conduct the more complex inspections. Also, Senior Safety Engineers are assigned to most of the district offices in the four geographical regions, to assist District Managers with the operation of the offices, and to conduct complex inspections.

### ***Cal/OSHA Consultation Program***

The mission of the Cal/OSHA Consultation Services Branch (also referred to as Consultation Services or Cal/OSHA Consultation) is to eliminate worker injuries and illnesses by providing pro-active and effective workplace safety and health assistance to California's employer and employee communities.

The objectives of the Cal/OSHA Consultation Services Branch are to 1) Identify and promote occupational safety and health services to primarily small, high hazard employers; 2) Educate employers and employees about the benefits of effective occupational safety and health programs; and 3) Encourage employers and employees to implement and maintain good safety and health practices. The primary mechanism to achieve these objectives is through the provision of one-on-one, on-site consultative visits to employers who are unlikely to have access to professional occupational safety and health resources.

Consulting services are designed to reduce or eliminate workplace injuries and illnesses through voluntary compliance with occupational safety and health regulations and "best practice" improvements. The Consultation Service also conducts training and outreach to employer and employee organizations and maintains a publicly-accessible database of educational materials.

Cal/OSHA Consultation also administers several recognition and exemption programs. These programs are offered as incentives for employers and their employees to develop exemplary safety and health programs for their respective workplace. Cal/OSHA Consultation offers two partnership programs under the 23(g) grant, namely the Voluntary Protection Program and the Voluntary Protection Program – Construction. Under the 21(d) Cooperative Agreement, Cal/OSHA Consultation also offers a recognition and exemption program known as the Safety and Health Achievement Recognition Program (SHARP) and a recognition program known as Golden Gate.

The Cal/OSHA Consultation Services Branch receives federal funding through the 21(d) Cooperative Agreement with OSHA, as well as the federal 23(g) grant.

### ***Targeted Inspections and Consultation***

Workers' Compensation insurance reform legislation in California, signed by the Governor in 1993, required DOSH to establish a new compliance program for targeting employers in high hazard industries with the highest incidence of preventable occupational injuries and illnesses and workers' compensation losses.

This legislation specifically required DOSH to:

“Identify employers in high hazard industries with the highest incidence of preventable occupational injuries and illnesses and workers' compensation losses;”

“Establish procedures for ensuring that the highest hazardous employers in the most hazardous industries are inspected on a priority basis;” and

“Coordinate the inspections conducted in accordance with Section 6314.1 with the Division's consultation service.”

Activities related to Targeted Inspections established as a result of this legislation are included in this performance agreement.

As part of Cal/OSHA's high-hazard consultative and high-hazard enforcement program, various pre-intervention and post-intervention efficacy outcome measures have been developed based on data obtained from employers in order to measure the effectiveness of both enforcement actions and consultations conducted under the high hazard program.

In reviewing data from a sample of high-hazard employers, it has been determined that both the high-hazard consultation program and the high-hazard enforcement program have been effective interventions in reducing injuries, illnesses and worker's compensation claims for employers who were targeted for consultation or enforcement interventions.

### **Targeted Inspections – High Hazard Enforcement Unit**

The High Hazard Enforcement Unit staff is responsible for high hazard targeted inspections throughout the State. Established as part of a separate Cal/OSHA enforcement region, the High Hazard Enforcement Unit is mandated by AB 110, and has two district offices, one in Northern and one in Southern California, each administered by a District Manager. The High Hazard Enforcement Unit is headed by a Regional Manager, who reports to the Deputy Chief for Enforcement.

High hazard targeted inspections selected using the same methodology as used by the High Hazard Enforcement Unit are conducted by the district offices of the four geographical regions.

### Targeted Consultations

Targeted consultation activities were integrated into the 21(d) consultation process in FY 2001. The 21(d) consultation program is headed by a Regional Manager who reports to the Program Manager for the Consultation Services.

### ***Mining and Tunneling***

Tunneling activities are part of the 23(g) grant, and, along with mining activities, are entirely State-funded. A Principal Engineer supervises mining and tunneling inspections throughout the State, conducted from three District offices, each headed by a Senior Safety Engineer.

### ***Process Safety Management***

The Cal/OSHA process safety management standards provide requirements for preventing or minimizing the consequences of catastrophic releases of toxic, reactive, flammable or explosive chemicals.

California is home to approximately 1,940 refinery and non-refinery industrial facilities that handle or process anywhere from 50 pounds to 120 million pounds of acutely hazardous chemicals. All of these facilities fall under the jurisdiction of the PSM unit. Among the 1,940 California facilities, the PSM Unit has identified 300-400 sites whose self-reported "worst case scenarios" describe the potential for high numbers of casualties among workers and the public. These estimates are generated by each facility based on the hazardous properties of chemicals on site and the numbers and proximity of workers and the public.

The PSM Unit conducts all types of inspections at these facilities. The key is to engage in a thorough analysis of the key elements in the PSM standards, i.e., a careful review and analysis of what safeguards must be in place to prevent releases of dangerous substances and the fires and explosions that could result from such releases.

At the present time, there are four Process Safety Management offices located in Southern California and in Northern California, two for petroleum refineries, and two for non-refinery PSM-covered facilities. The program is supervised by a Statewide Manager assisted by four District Managers, one Principal Engineer and four Senior Safety Engineers. The Process Safety Management Unit reports to the Chief of Cal/OSHA.

### ***Labor Enforcement Task Force (LETF)***

The Labor Enforcement Task Force (LETF) is a partnership of enforcement agencies that addresses labor laws and other abuses by employers operating in California's underground economy, to create an environment where legitimate businesses can thrive. In this joint effort between state agencies, information and resources are shared to ensure that hard-working, compliant business owners who protect their employees can compete and thrive.

California has continued aggressive enforcement activities with cooperative efforts by the Department of Industrial Relations' divisions, including the Labor Commissioner's office, Cal/OSHA, Workers' Compensation, and Apprenticeship Standards, the Employment Development Department, the Contractors State Licensing Board, California Department of Insurance, Board of Equalization, Bureau of Automotive Repair, and State and local prosecutors. A multi-agency inspection protocol and cross-training between agencies created a team of enforcement staff with better targeting information and access, than previous efforts have produced.

Cal/OSHA has two offices for the LETF program – in Northern and Southern California. LETF operations are supervised by two District Managers under the direction of a Regional Manager, who reports to the Deputy Chief for Enforcement.

### ***Cal/OSHA Research and Standards Development Unit***

The Research and Standards Development Unit's primary responsibilities include both safety and health input on development of Cal/OSHA standards. The unit fulfills Cal/OSHA's responsibilities under the Labor Code to review federal occupational health standards and ensure that California's standards are at least as effective as the federal ones, to maintain surveillance of occupational health issues, determine the necessity for a standard, and develop and present proposed standards to the Occupational Safety and Health Standards Board. A major portion of the unit's activities have been directed toward either the revision of existing standards or promulgation of new standards. Regulatory materials associated with health standards are provided to the Standards Board by Cal/OSHA's health staff. This unit also evaluates variance applications by employers who propose alternate means of protecting workers.

The Research and Standards Development Unit provides Headquarters coordination and outreach on new standards.

As part of its standards development work, personnel of the unit conduct research on hazards identified during accident investigations and compliance experience that are not now covered by existing Cal/OSHA standards. Staff also develop safety standards on specific subjects, as agreed by the Standards Board.

The Occupational Carcinogen Control Unit, which is not part of the 23(g) grant, conducts activities pertinent to the Reporting of Use of Carcinogens requirements of the Labor Code.

### ***Medical Unit***

The Medical Unit provides technical support to health compliance staff, serves as expert witnesses on appeals, conducts research and presents seminars on medical subjects. The unit provides input where appropriate in standards development and hazard evaluation.

The Medical Unit also provides medical expertise by its evaluation of potential heat illness cases and heat-related deaths.

### ***Legal Unit***

A central function of the Legal Unit is to provide litigation support to the enforcement staff in the context of contested citations, orders, and civil penalties, which are heard before the Occupational Safety and Health Appeals Board.

The Legal Unit is responsible for representing the Division in the more factually or legally complex cases heard before the Appeals Board, and the caseload of the Legal Unit has increased substantially in recent years. In addition, legal staff represent the Division when enforcement actions are challenged in courts of law, usually as a result of writs of mandate following decisions of the Appeals Board.

DOSH Legal Unit staff have been successful in preserving initial favorable rulings in many cases challenged before the Appeals Board in the context of petitions for reconsideration or in courts of law in the context of writs of mandate.

Finally, two Assistant Chief Counsels, one in Northern and one in Southern California work under the direction of the Chief of Cal/OSHA by reviewing and analyzing pending or proposed legislation; assisting with the review, development and amendment of proposed regulations; advising on complex litigation; representing and acting for the Chief, as assigned, in meetings with federal and state agency officials, the Governor's office, and state legislators; and by advising and assisting the Chief with other matters as assigned.

#### Bureau of Investigations (BOI)

The Bureau of Investigations (BOI) attorneys along with the assistance of BOI investigators are responsible for preparing cases for prosecution. In performing this statutory function, the BOI conducts investigations and makes referrals to the appropriate prosecuting authority. BOI continues to maintain a close working relationship with district and city attorneys with reference to its investigations and referral of cases.

### ***Division Program Support***

#### Administration and Program Office

The Administration and Program Office, including the Assistant Chief for Enforcement Administration, functions as staff to the Chief of Cal/OSHA and provides liaison between the State and Federal programs, prepares and coordinates reports dealing with program activities and prepares the Cal/OSHA budget change proposals. Staff respond to numerous requests for information from the public and from other governmental agencies, the Governor's Office, and State legislators. Staff also prepare statistical reports to assist the Chief in evaluating the effectiveness of enforcement actions, special emphases programs, high hazard targeting, etc. The Program Office is involved with the preparation of the 23(g) grant application.

#### Professional Development and Training Unit

Cal/OSHA's Professional Development and Training Unit (PDTU), plans, coordinates, facilitates, and tracks all internal training provided to the professional personnel. The training covers all of the state mandated training and specialty courses that assist staff with their professional development. The unit consists of a manager, two Senior Safety Engineers, and administrative support staff. Senior-level staff, selected field staff, and external trainers develop training modules and provide highly technical and non-technical training. On an ongoing basis, the administrative support staff assists in establishing, maintaining, reviewing, monitoring, and analyzing training plans for all professional personnel.

## ***Other Agencies Participating in the Cal/OSHA Program***

### California Occupational Safety and Health Standards Board

The OSH Standards Board is the sole agency in California authorized to adopt, amend, or repeal occupational safety and health regulations. The Cal/OSHA Standards Board is comprised of seven members who are appointed by the Governor.

The Board also has authority to grant or deny employer requests for permanent and interim variances from regulations. It also hears appeals from DOSH actions on temporary variance applications. In addition, the Board acts on petitions for new regulations or changes to existing regulations.

Two segments of the Cal/OSHA program have standards-related responsibilities—the California Occupational Safety and Health Standards Board (Standards Board) and the Cal/OSHA's Research and Standards Development Unit.

The Standards Board has responsibility for the development and/or modification of State safety regulations resulting from various sources including OSHA. In addition, the Board chairs some advisory committees on proposed regulations. Pursuant to Labor Code Section 142.3, the Board is the only agency in the State authorized to adopt occupational safety and health regulations.

Cal/OSHA is mandated by Labor Code Section 147.1 to develop proposed occupational health standards for consideration by the Standards Board, and by mutual agreement is more efficient in the development of proposed standards in several other areas, i.e., elevators, tramways and amusement rides; pressure vessels; petroleum refineries; and mining and tunneling.

The Standards Board members serve on a part-time basis, and are supported by a full-time staff. The Board Members represent the fields of management, labor, occupational safety, occupational health, and the general public. Some of the Standards Board positions are shown at less than 100% participation to reflect time expended on elevator standards and variance activities.

### California Occupational Safety and Health Appeals Board

The OSH Appeals Board is a quasi-judicial body which hears appeals arising from citations, special orders and civil penalties issued to California's private and public sector employers in the enforcement of its occupational safety and health laws.

The Appeals Board is a three member full-time body appointed by the Governor and confirmed by the Senate. The Labor Code specifies that one member shall be from the field of management, one from the field of labor, and one from the general public. Staff includes an executive officer, a presiding administrative law judge and a complement of judges, a chief counsel and various administrative, legal and clerical support positions.

### Division of Labor Standards Enforcement (DLSE)

DLSE, another Division of the Department of Industrial Relations, is responsible for the enforcement of the statutes that prohibit retaliation against employees who file complaints concerning unsafe or unhealthful working conditions, who reasonably refuse to work in unsafe conditions, or otherwise exercise their rights under Cal/OSHA. These and a number of anti-discrimination statutes are among many labor laws administered by DLSE through its 21 offices located throughout the state.

The Labor Commissioner heads the Division, and Deputy Labor Commissioners are assigned to the subordinate offices. The Deputy Labor Commissioners (DLC's) act as hearing officers on a wide variety of labor laws, including those related to claims of safety and health discrimination.

### ***Mandated Activities***

As in the past, Cal/OSHA will continue to perform all mandated activities including the following:

- Unannounced inspections, including prohibition against advance notice
- First instance sanctions
- Ensuring abatement of potentially hazardous conditions
- Prompt and effective standards setting
- Allocation of sufficient resources
- Prompt response to imminent danger notifications
- Responses to complaints
- Fatality/Catastrophe and serious accident investigations
- Ensuring employees':
  - ✓ Protection against, and investigation of, discrimination, which function is performed by DLSE
  - ✓ Access to health and safety information
  - ✓ Information on their rights and obligations under the Act
  - ✓ Access to information on their exposure to toxic or harmful agents
- OSHA coverage of public employees
- Recordkeeping and reporting
- Voluntary compliance activities

### ***Appropriations Riders***

For some years, California has chosen not to receive Federal funds for certain inspections rather than to adopt several of the appropriations riders. Instead of conforming to these riders, the State has chosen to assume the full costs of these "exempt" inspections.

Any exempt inspections will be identified by computer, their costs calculated, and appropriate adjustments made in the financial status report on a quarterly basis.

### ***Public Sector***

Cal/OSHA will continue to conduct inspections and consultations in the public sector. In addition to responding to complaints and accidents, programmed inspections and consultations will be conducted.



## CHALLENGES AND OVERALL STRATEGY

The basic goal of the CAL/OSHA program is to reduce the threat of occupational injury and illness to California workers by promoting a culture in which knowledgeable employees and management work together to systematically identify and control workplace hazards.

CAL/OSHA seeks to achieve this goal through an interdependent mix of program elements. Foremost among these elements is the effective enforcement of standards with an emphasis on the rapid abatement of hazards. The enforcement effort is complemented by incentive and education programs that encourage voluntary compliance with Cal/OSHA standards, and by penalty-free workplace assistance programs. The design and implementation of the California OSHA program is tailored to meet the State's needs, yet it is flexible enough to allow for innovative solutions to challenges.

Cal/OSHA has continued to emphasize increased awareness on the part of both employers and employees of the importance of a safety and health culture. The OSHA Act of 1970 required employers to provide a safe and healthful workplace for employees, but increased emphasis has been placed on the importance of a prepared workforce. The role of Cal/OSHA is to enforce safety and health regulations for employers who do not chose to comply with the law through targeted enforcement efforts and to provide compliance assistance through targeted outreach, education and training.

Cal/OSHA strives to provide as many employers as possible with assistance in achieving voluntary compliance with Cal/OSHA standards before enforcement measures become necessary—and, more importantly, before an employee is injured or killed. Traditional enforcement methods are supplemented by incentive and education programs and targeted outreach that encourage voluntary compliance. Partnership and cooperative programs, along with alliances, leverage Cal/OSHA resources.

Cal/OSHA has seen a continuing decline in the number of occupational fatalities and on-the-job injury and illness rates. This downward trend continued throughout the past six years covered by the FY 2013-2017 Strategic Plan.

### ***Challenges***

#### **Challenge 1: To identify California workplaces with the highest probability of injury and illness to workers.**

Cal/OSHA oversees a large and diverse population of employers and workers. Safety and health hazards exist in varying degrees and forms throughout the population. Some occupations and industries, such as construction, agriculture, and manufacturing are inherently more hazardous than others. At the same time, less obvious hazards, such as injuries caused by workplace violence, ergonomic factors and exposure to dangerous substances, or hazardous environmental factors pose subtle but serious threats in a wide cross-section of occupations and industries.

## **Challenge 2: Trends in the demographic characteristics of the California workforce and the changing nature of work create special safety and health challenges.**

The U.S. population is becoming increasingly diverse. The labor force is constantly evolving and being affected by new technology, services, and types of work and work organization. These changes in the labor force and the nature of work present new challenges to assuring the safety and health of California workers.

The labor force is more diverse in terms of age, gender, race and nationality. The products of labor are increasingly services rather than goods. A smaller percentage of workers are employed in large fixed industries, and higher proportions are employed in small firms, temporary jobs or at home. More work is now contracted, outsourced and part time. These trends are expected to continue over the next several decades and will require different strategies to address developing issues.

We can expect to see a greater percentage of youth and older workers in the workforce. According to the National Institute of Occupational Safety and Health (NIOSH), by 2015 the baby boom generation has reached the ages of 50-69, and middle and older age groups in the labor force outnumber younger workers. In the next decade, the youth population, ages 16 to 24, is expected to increase as a share of the workforce.

According to NIOSH, over 80 percent of young people are employed at some point before they leave school. In addition, as the demand for skilled, experienced workers grows in the next decades, older workers will become an increasingly vital labor resource. These demographic shifts influence occupational injury rates and, therefore, raise issues for OSHA's program strategies. For example, despite child labor laws that prohibit teens from engaging in the most dangerous occupations, they have a higher rate of injury per hour than adults. Older workers, on the other hand, have lower injury and illness rates than the labor force as a whole, although injured older workers generally take longer to return to work.

Immigrant and "hard-to-reach" workers and employers are also becoming more prevalent. Many immigrants are less literate, unable to read English instructions, and work in some of the most inherently dangerous jobs. Hard-to-reach workers and employers include youth workers, employees who work at a single location for only a few days before moving to a new location, temporary workers, and small business owners. These demographic and workplace trends complicate the implementation of occupational safety and health programs and argue for enforcement, training, and delivery systems that are different from those that have been relied upon to date.

Globalization – the reach of globalization continues to expand, affecting industries and segments of the workforce previously insulated from global competition. The new era of globalization is partly the result of new, less expensive modes of communication, and information transmission enabled by the information revolution. The nature of competition in the global marketplace is also changing, with workers, technology, capital and means of production more able to move easily among nations.

An example of the challenge that is created by increasing globalization has been seen in equipment that does not meet safety and health standards being imported from other countries. It has come to

Cal/OSHA's attention that electrical equipment is being imported to this country without the proper safety approvals for electrical components.

### **Challenge 3: Measuring the effectiveness of the Cal/OSHA program.**

Information gathering and analyzing on how well each component of the Cal/OSHA program is performing is resource intensive and provides only indicators relating to the performance of the Cal/OSHA program. Calculating how many injuries, illnesses, and workers' compensation claims will be prevented through Cal/OSHA's intervention is not possible. Everything from economy to climate has an impact on whether an injury or illness may occur in a workplace.

Also, the Cal/OSHA program cannot reach every workplace in the state. Realistically, less than 10,000 workplaces, or <1% of the establishments in California have a direct intervention with Cal/OSHA, and 10% have indirect contact with Cal/OSHA through the website, seminars, and publications. Even if Cal/OSHA has a significant positive impact on those establishments where direct Cal/OSHA intervention has taken place, the overall statewide, or even industry impact may be insignificant.

### ***Strategic Direction***

The Division of Occupational Safety and Health remains committed to protecting California workers. The strategy that California has adopted for 2019-2023 is based on the needs of California workers and on overcoming the challenges that impede Cal/OSHA's ability to fully meet those needs. California has always recognized that employers are motivated to improve safety and health on the job by a variety of approaches. Cal/OSHA has been, and still is the leader in implementing innovative approaches that encourage employers to take responsibility for safety and health in their workplace. The first Voluntary Protection Program (Cooperative Self-Inspection Program as it was originally known) was designed and implemented in California. Many safety and health educational products designed by Cal/OSHA's Consultation Program and the Publications Unit are now recognized at a national level. And, special enforcement programs that focus on employers with high workers' compensation injury and illness rates are used to proactively inspect workplaces. The Division of Occupational Safety and Health will continue to improve and build on its existing programs as necessary to ensure Cal/OSHA's effectiveness and overcome the challenges that it faces.

### **Strategy 1: California will focus available resources on identifying and interacting with those workplaces with the highest probability of injury and illness to workers.**

Cal/OSHA will work to identify the highest risk occupational operations utilizing a wide array of methods, including looking at industries traditionally employing a mobile workforce, or at facilities subject to the Process Safety Management of acutely hazardous materials standards, both petroleum refineries, and chemical plants and other facilities.

Additionally, Cal/OSHA Enforcement and Consultation High Hazard targeted activities will continue to be coordinated to ensure the greatest impact in those industries and establishments with the highest preventable injury, illness, and workers' compensation rates. High Hazard Industry lists with specific targeted industries and establishments sublists will be created for both Enforcement and Consultation to work from in a coordinated effort that will provide maximum return-on-investment.

**Strategy 2: Trends in the demographic characteristics of the California workforce and the changing nature of work create special safety and health challenges.**

Ca/OSHA will emphasize communicating with non-English speaking, migrant workers about workplace safety and health hazards, rights, and responsibilities. Outreach efforts for these and other demographic groups at high risk of workplace injury and illness will continue to be one of Cal/OSHA's priorities.

To leverage its resources, Cal/OSHA will continue its incentive and education programs and targeted outreach that encourage voluntary compliance, by administering partnership and cooperative programs, and by entering into alliance agreements with groups committed to worker safety and health.

**Strategy 3: Measuring the effectiveness of the Cal/OSHA program.**

Cal/OSHA will continue to develop and implement methods to measure the effectiveness of the program. Tracking of Enforcement and Consultation activities will provide indicators of how effective Cal/OSHA is in identifying and responding to high hazard establishments. Also, where possible, individual establishment injury and illness data will be tracked over time to determine whether those Cal/OSHA interventions had an effect on the safety and health of those workers. In some programs like the Consultation Service, surveys may be used to receive feedback on the effectiveness of the intervention, as well as ideas for improvement.

Long term tracking of industry injury and illness data will continue to be performed. However, because of the many uncontrollable factors that affect workplace safety and health and the resources available to reach a significant number of establishments within a given industry, measuring reductions in industry injury and illness will be given less importance in this strategic plan.

**CAL/OSHA GOALS FOR 2019-2023**

The Cal/OSHA goals presented below include performance targets and strategies that explain how Cal/OSHA will achieve them. Each performance target has multiple strategies for achieving the target item. Many strategies are continuations from the previous strategic plan that remain an effective process for achieving Cal/OSHA's goals. All of Cal/OSHA's 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. Direct intervention will always be necessary to ensure workplace safety and health. At the same time, lasting solutions will come about because employers, employees, and supporting organizations embrace a safety and health culture in the workplace. Success in achieving these goals requires Cal/OSHA to monitor and be flexible enough to respond the ever changing safety and health needs of California employees. To do this, Cal/OSHA must ensure that adequate information is gathered, Cal/OSHA staff have the requisite knowledge, skills, and diversity to address emergent safety and health issues, and that all components of the Cal/OSHA program work together in a concerted effort to achieve its goals.

**Strategic Goal 1: Secure safe and healthy workplaces, particularly in high-risk industries, and improve workplace safety and health through enforcement and consultative assistance.**

<b>Performance Target</b>	<b>Strategy</b>
<p><b>A.</b> Improve targeting to maximize the impact of direct interventions.</p>	<ul style="list-style-type: none"> <li>- Identify the highest risk industries utilizing a wide array of methods:               <ul style="list-style-type: none"> <li>- Target the mobile workforce, which is usually engaged in hazardous industries;</li> <li>- Identify and prioritize for inspection the complaints, accidents and referrals received for these industries;</li> </ul> </li> <li>- Establish annually the High Hazard Industries list, from which prioritize a number of these for High Hazard targeted inspections;</li> <li>- Target facilities covered by the PSM standards, both petroleum refineries, and other facilities;</li> <li>- Develop annual strategic intervention plans for these industries utilizing the resources of Enforcement and Consultation.</li> </ul>
<p><b>B.</b> Reduce and eliminate hazards by intervening at targeted worksites.</p>	<ul style="list-style-type: none"> <li>- Conduct inspections, both programmed and un-programmed, of targeted worksites;</li> <li>- Provide consultation services to targeted worksites;</li> <li>- Increase participation of high-hazard worksites in recognition programs;</li> <li>- Develop and provide educational products to targeted worksites.</li> </ul>
<p><b>C.</b> Improve effectiveness of direct interventions.</p>	<ul style="list-style-type: none"> <li>- Track hazard abatement data at the inspected worksites;</li> <li>- Track injury and illness data at targeted worksites;</li> <li>- Analyze hazard and injury/illness data annually and adjust targeted methodologies to improve effectiveness.</li> </ul>

**Goal 2: Promote workplace cultures that increase employer and employee awareness of, commitment to, and involvement in safety and health.**

<b>Performance Target</b>	<b>Strategy</b>
<b>A.</b> Raise awareness of heat illness prevention among employees and employer groups in outdoor places of employment.	<ul style="list-style-type: none"> <li>- Focus heat illness prevention efforts in the construction, agriculture and landscaping industries;</li> <li>- Work collaboratively with stakeholders to increase compliance at these worksites through education, outreach, and by conducting enforcement inspections.</li> </ul>
<b>B.</b> Improve communication with and provide education to high-risk employer and employee groups.	<ul style="list-style-type: none"> <li>- Promote to and interact with non-English speaking employer and worker organizations about, workplace safety and health;</li> <li>- Identify other high-risk employer and employee groups.</li> </ul>
<b>C.</b> Continue to provide recognition to employers and their employees who have implemented effective safety and health programs.	<ul style="list-style-type: none"> <li>- Offer recognition and exemption programs to eligible establishments;</li> <li>- Provide recognition to all small high-hazard employers who have implemented an effective Injury and Illness Prevention Program required by Title 8, Section 3203.</li> </ul>
<b>D.</b> Join with groups committed to worker safety and health to leverage resources and expertise to help ensure safe and healthy workplaces and worker rights under the Occupational Safety and Health Act.	<ul style="list-style-type: none"> <li>- Identify and form alliances with unions, consulates, trade or professional organizations, faith- and community-based organizations, businesses, and educational institutions;</li> <li>- Implement project plans that capitalize on the opportunities provided by the alliances.</li> </ul>

**Goal 3. Maximize Cal/OSHA's effectiveness and enhance public confidence**

<b>Performance Target</b>	<b>Strategy</b>
<b>A.</b> Respond effectively to mandates so that workers are provided full protection under Cal/OSHA.	<ul style="list-style-type: none"> <li>- Respond timely to complaints and work-related fatality reports;</li> <li>- Issue citations in a timely fashion, so that hazards could be timely corrected.</li> </ul>
<b>B.</b> Improve the skills, capabilities, technical knowledge, and diversity of Cal/OSHA's workforce.	<ul style="list-style-type: none"> <li>- Continue implementation of individual development plans;</li> <li>- Provide the mandatory and technical specialized training to all staff;</li> <li>- Utilize experienced and knowledgeable staff to enhance the skills and technical capabilities of lesser experienced staff;</li> <li>- Create incentives for professional development;</li> </ul>
<b>C.</b> Enhance communication with industry, labor, and professional safety and health organizations.	<ul style="list-style-type: none"> <li>- Continue with periodic open public advisory meetings;</li> <li>- Network with labor, industry, and other safety and health organizations</li> </ul>