OSHA Strategic Management Plan

2003-2008

OSHA

**Occupational Safety
and Health Administration**

OSHA 2003-2008
Strategic Management Plan

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INTRODUCTION

The OSHA Strategic Management Plan presents OSHA's approach for supporting the Department of Labor (DOL) Strategic Plan. It describes priorities for the 2003-2008 timeframe and presents a results-based business case that explains OSHA's return-on-investment to the American taxpayer. The plan serves as a mechanism for communicating a shared set of expectations regarding the results that OSHA expects to achieve and the strategies that it will use. OSHA will adjust the plan as circumstances necessitate, use it to develop its annual performance plan and budget submissions, report on progress in annual performance reports and hold managers and staff accountable for achieving the goals and outcomes.

By presenting the planning elements that are essential for communicating long-range direction to stakeholders and employees, this document answers the key question, "What results will OSHA strive for during the next five years, and what adjustments does OSHA need to make in order to achieve them?"

ALIGNING WITH DOL GOALS AND STRATEGIES

DOL plays a critical role in the health and welfare of American workers, job seekers and retirees by improving working conditions, advancing opportunities for profitable employment, protecting retirement and health benefits, helping employers find workers, and tracking changes in economic measurements. DOL has three strategic goals:

Department of Labor Strategic Goals

Goal 1   A Prepared Workforce
Enhance opportunities for America's workforce

Goal 2   A Secure Workforce
Promote the economic security of workers and families

Goal 3   Quality Workplaces
Foster quality workplaces that are safe, healthy and fair

OSHA plays a critical role in supporting the DOL Quality Workplaces goal by carrying out programs designed to save lives, prevent injuries and illnesses and protect the health of America's workers. These programs include:

- Developing guidance and standards for occupational safety and health;
- Inspecting places of employment and working with employers and employees;
- Offering consultation services to small businesses;
- Providing compliance assistance, outreach, education, and other cooperative programs for employers and employees;
- Providing matching grants to assist states in administering consultation projects and approved occupational safety and health enforcement programs; and
- Fostering relationships with other agencies and organizations in order to address critical safety and health issues.

Consistent with the Department of Labor's emphasis on managing for results, the OSHA Strategic Management Plan, focuses on serious hazards and dangerous workplaces. The plan includes strategies that emphasize:

- Exercising strong, fair and effective enforcement;
- Expanding partnerships and voluntary programs; and
- Expanding outreach, education and compliance assistance

President's Management Agenda Initiatives

1. Strategic management of human capital
2. Competitive sourcing
3. Improved financial performance
4. Expanded electronic government
5. Budget and performance integration

Regarding administrative initiatives, DOL is in the process of implementing the President's Management Agenda. OSHA will contribute to this effort by (1) Integrating performance and budget, (2) Strategically managing human capital, (3) Identifying competitive sourcing opportunities, (4) Strengthening its financial performance and (5) Incorporating e-government opportunities into its enterprise architecture.

OSHA MISSION

OSHA's mission is to promote and assure workplace safety and health and reduce workplace fatalities, injuries and illnesses.

OSHA, along with its valued state partners, achieves its mission through various means, including workplace enforcement of applicable laws and regulations, inspections, consultation services, compliance assistance, outreach, education, cooperative programs, and issuance of standards and guidance.   In order to increase its effectiveness, OSHA collaborates with a variety of organizations interested in occupational safety and health.

OSHA's mission is to "Assure so far as possible every working man and woman in the Nation safe and healthful working conditions."

From the Occupational Safety and Health Act of 1970 (P.L. 91-956)

By accomplishing this mission OSHA saves lives, enhances the quality of life of working men and women and contributes to the economic vitality of the nation.

VISION FOR 2003 THROUGH 2008

Although this plan in its entirety conveys the OSHA vision for the next several years, the following vision is included to summarize what OSHA expects to accomplish by implementing its strategic goals.

Every employer and employee in the nation recognizes

that occupational safety and health add value to

American businesses, workplaces and workers' lives.

SECTION 2 - STRATEGIC CONTEXT

INTRODUCTION

In developing its strategic direction and goals, OSHA first conducted a comprehensive analysis of the agency's external and internal situation. This process involved analyzing the national occupational safety and health landscape and examining past, present and future trends and issues. The analysis also included an assessment of OSHA's current programs and strategies to determine if new or different priorities were appropriate. The intensive analytical process provided a data-driven foundation on which to construct a balanced set of strategic goals. The results of the assessment were incorporated into a separate document, *OSHA Strategic Assessment.* A summary of the key issues is provided below:

STRATEGIC CHALLENGES

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

Since OSHA was created in 1971, the workplace fatality rate among employees has decreased by **62%**[1] and occupational injury and illness rates have declined by **42%.**[2] At the same time, US employment in the private sector and the number of workplaces has doubled, increasing from 56 million workers at 3.5 million establishments to 114 million workers at 7 million establishments. [3] The decrease in fatalities, injuries and illnesses across such an expanding population of workers demonstrates remarkable progress. Nevertheless, the number of reported fatalities, injuries and illnesses remains unacceptably high. In 2001 there were 5,270 fatalities in private industry (7,534 including September 11 deaths), and in 2000 there were more than 5.7 million reported injury and illness cases.[4]

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

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[1] Bureau of Labor Statistics Occupational Injuries and Illnesses Report for 1975, data for 1971; percent decline excludes September 11, 2001, deaths.
[2] Bureau of Labor Statistics Occupational Injuries and Illnesses Report for 1975, data for 1973.
[3] U.S. Census County Business Patterns for 1971 and 2000.
[4] Fatality data from the Bureau of Labor Statistics Census of Fatal Occupational Injuries. Injury/illness data from the Bureau of Labor Statistics Survey of Occupational Injuries and Illnesses.
Twenty-three states cover both public and private sector employees. Three states cover only public sector employees.

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

The American workforce has changed in significant ways over the past several decades. It 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. In the next decade, the youth population, ages 16 to 24, is expected to increase as a share of the workforce, the 25 to 54 age group is expected to decline, and the 55 and over age group will grow the fastest. According to the National Institute on Occupational Safety and Health (NIOSH), 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 two 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.

Challenge 3: Fatality, illness and injury trends reveal new occupational safety and health issues that need to be addressed, including new approaches to construction safety and ways to address transportation safety and workplace violence.

Each year, more workers die in the construction industry than in any other sector. The construction fatality rate is three times that of general industry and remained virtually unchanged from 1992-1999 before dropping in 2000. This situation, complicated by a hard-to-reach employer and employee population, presents unique challenges for OSHA that call for new strategies.

In addition, within several high-fatality rate industries, the most serious risks include workplace violence and motor vehicle accidents, two areas that OSHA has not traditionally addressed. More specifically, workplace violence and motor vehicle accidents are two of the top three causes of death, accounting for 45 percent of occupational fatalities. Motor vehicle fatalities are generally covered by the

Department of Transportation. OSHA's jurisdiction is limited to motor vehicle fatalities associated with the performance of one's job as well as fatalities related to construction work zones. Due to the diffuse nature of these problems as well as jurisdictional issues, reducing these risks will require collaboration with other federal, state and local organizations.

Challenge 4: Emerging issues in health, safety and emergency preparedness present new challenges that need to be addressed during the planning horizon.

Workers face a broad range of emerging health and safety issues that need to be considered as OSHA establishes its future direction. With respect to health, this includes emerging threats from occupational asthma, mixed exposures to new combinations of chemicals and exposures to ultra fine particulates, including asbestos and man-made vitreous fibers. In the safety area, emerging issues include fall hazards from wireless communications and HDTV tower construction, noise in construction and difficulties in reaching the expanding population of mobile workers.

Emergency preparedness is also a prominent issue that will require attention and resources. The agency was extremely successful in its response to the attacks on September 11, 2001 and the anthrax incidents. OSHA provided safety and health support for first responders, rescue and recovery operations and cleanup operations in hazard evaluation, monitoring and decontamination. Additional activities are already underway to improve OSHA's readiness. This area will require continued attention throughout the planning period.

Challenge 5: OSHA does not have a systemic intelligence gathering process for analyzing trends, emerging issues, and program strategies.

The situational assessment identified a critical internal issue regarding the need to enhance OSHA's overall "intelligence capabilities." Specifically, OSHA needs to understand the effectiveness of its programs and strategies and must be able to identify and respond to emerging trends. Meeting these needs will involve developing an improved analytical infrastructure with access to timely and accurate data and appropriate analytical tools.

These key issues, while not exhaustive, provided a context for analyzing OSHA's existing programs and informed the development of OSHA's goals and strategies.

OSHA PROGRAMS

OSHA is comprised of a workforce of more than 2,300 dedicated federal employees, including more than 1,100 inspectors. Its annual budget (FY03) is approximately $454 million. OSHA works in partnership with 26 states (with more than 3,100 employees) that manage their own occupational safety and health programs.[5] These states operate their programs under state law, but with OSHA approval, matching grants and

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[5] Twenty-three states cover both public and private sector employees. Three states cover only public sector employees.

oversight to ensure that they operate programs that are "at least as effective" as federal OSHA. They retain the flexibility to tailor their programs to address their own local issues and concerns.

Since the development of its last Strategic Plan, OSHA's programs have expanded to include an emphasis on compliance assistance and cooperative programs, such as partnerships and alliances, and a significant increase in recognition programs. The expansion of these programs is a recognition among safety and health professionals of the need to expand prevention efforts and focus attention on root causes of persistent problems.

Programs for ensuring and improving workplace safety and health are highlighted in Table 1.

Table 1 – OSHA Programs	
Enforcement	OSHA conducts a strong, fair and effective enforcement program that includes inspecting worksites and issuing citations and penalties for violations of health and safety standards. Priorities for inspections include reports of imminent danger, fatalities and catastrophic accidents, employee complaints, investigation of whistleblower activities, referrals from other government agencies and targeted areas of concern.
On-site Consultation Programs	Through the states, OSHA offers a free consultation service, targeted at small businesses in high-hazard industries, that assists employers in identifying and correcting workplace hazards and establishing safety and health management systems.
Cooperative Programs	OSHA enters into voluntary relationships (VPP, Strategic Partnerships, SHARP, and Alliances) with employers, employees, employee representatives and trade and professional organizations to encourage, assist and recognize their efforts to increase worker safety and health. These programs promote effective safety and health management and leverage the agency's resources to share safe and healthy best practices.
Compliance Assistance, Outreach, Training and Education and Information Services	OSHA develops and provides a broad array of compliance assistance programs, outreach and assistance products and services, education and training materials and courses that promote occupational safety and health. To help employers and employees better understand their obligations, opportunities and safety and health issues, the agency provides services including education centers, 1-800 number assistance, interactive e-tools and an extensive website.
Standards and Guidance	OSHA develops and disseminates a wide range of guidance and standards that contribute to the occupational safety and health community, and the knowledge and awareness of employers and employees.

OSHA's STRATEGIC DIRECTION

While there is always room for improvement, OSHA's programs have served the nation well. Since OSHA was established, occupational fatality and injury rates have declined dramatically.

DOL and OSHA remain committed to protecting workers. Over the past several years however, the Department and OSHA have taken a more balanced approach to the mission of safety and health, recognizing that the vast majority of employers take their responsibility to provide a safe and healthful work environment very seriously. OSHA will continue to build on this balanced approach. Compliance assistance, outreach, education and cooperative programs provide the support needed to help employers and workers achieve a safe and healthful work environment, while strong, fair and effective enforcement of safety and health regulations creates incentives for employers to address safety and health issues. These programs will be expanded and modified as necessary to improve OSHA's effectiveness and address emerging issues. To address the major challenges previously identified, OSHA's goals will reflect the following three themes:

Focus OSHA resources in the areas that provide maximum return-on-investment.

> OSHA possesses substantial capabilities that have been developed and refined over many years. Given the large number and variety of workplaces, the agency must strengthen its strategic surveillance capabilities to identify the most significant safety and health risks, determine what is causing them and implement appropriate programs to minimize the risks.

Make greater progress, using both direct intervention and cooperative approaches, in creating a deeply ingrained American culture that values and fosters safe and healthful workplaces.

> Effective management and implementation of workplace safety and health programs add significant value to individuals and companies by reducing both the extent and the severity of work-related injuries and illnesses. Where these practices are followed, injury and illness rates are significantly less than rates at comparable worksites where implementation is not as comprehensive. For example, companies that participate in the Voluntary Protection Program (VPP) have 54 percent fewer injuries and illnesses than other companies in their industries.

Ensure that OSHA has the expertise and capabilities, now and in the future, to carry out its national leadership responsibilities for workplace safety and health.
> OSHA's effectiveness in carrying out its national leadership responsibilities requires that the agency is widely respected and seen as technically competent, innovative and "leading the charge" in improving workplace safety and health. The situational assessment pointed out weaknesses in the agency's intelligence gathering and analysis capabilities that need to be addressed to ensure that OSHA effectively targets its efforts and has the credibility necessary to accomplish its mission.

SECTION 3 - GOALS AND STRATEGIES

ACHIEVING THE DEPARTMENT OF LABOR STRATEGIC GOALS

OSHA's Strategic Management Plan was developed within the overall framework of the Department of Labor's Strategic Plan. In support of the DOL plan, OSHA developed two performance goals, shown below in Figure 1, that will be tracked and reported to the department in accordance with the Government Performance and Results Act (GPRA) requirements. These two goals set specific targets for significant reductions in fatalities, injuries and illnesses over the plan's period.

To better demonstrate the linkage between its activities and the very broad outcomes of reducing fatalities, injuries and illnesses, OSHA will also track results in specific priority areas over the planning period. These OSHA areas of emphasis will be analyzed and revised each year based on the results of operations and new issues that demand attention. The areas of emphasis for FY2003-2004 are illustrated below in Figure 2.

Figure 1
DOL Performance Goals

DOL Performance Goal #3.1C	By 2008, reduce the rate of workplace fatalities by 15%
DOL Performance Goal #3.1D	By 2008, reduce the rate of workplace injuries and illnesses by 20%

Figure 2
Fatality Areas of Emphasis for FY2003-2004

Area of Emphasis	Reduction in Fatalities
Total Reduction in Fatalities	2%
1. Construction Reduction	3%
2. General Industry Reduction	1%

Figure 3
Injury and Illness Areas of Emphasis for FY2003-2004

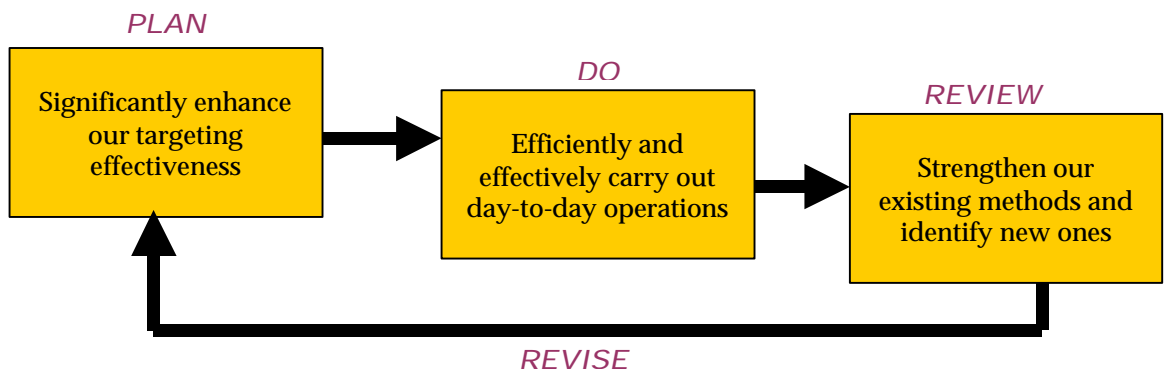| Area of Emphasis	Reduction in Injury/Illness
Total Reduction in Injury and Illness	4%
1. Construction	4%
2. General Industry	4%
3. High incident/high severity industries	
Landscaping/horticultural services	4%
Oil and Gas field services	4%
Preserve fruits and vegetables	4%
Concrete, gypsum & plaster products	4%
Blast furnace and basic steel products	4%
Ship & boat building and repair	4%
Public warehousing and storage	4%
4. Amputations in Manufacturing and Construction	3%
5. Ergonomics	4%
6. Blood Lead Levels	5%
7. Silica-Related Disease	N/A[6]

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[6] Due to the average 20-year latency peiod associated with silica-related disease, the establishment of a reduction target for the incidence of silica-related disease is not applicable in the timeframe of the Strategic Management Plan.

OSHA GOALS

In order achieve the preceding targets, OSHA has established three specific supporting goals to guide its efforts over the next several years. They are:

1. Reduce occupational hazards through direct intervention;

2. Promote a safety and health culture through compliance assistance, cooperative programs and strong leadership; and

3. Maximize OSHA effectiveness and efficiency by strengthening its capabilities and infrastructure.

The OSHA goals presented on the following pages include performance targets that align with DOL performance targets and strategies that explain how OSHA will achieve them. Strategies for the first two goals follow the "plan-do-review" pattern illustrated below. The third OSHA goal focuses on internal issues, elevating some pressing management and operational challenges to a strategic level.

PLAN

DO

REVIEW

| Significantly enhance our targeting effectiveness | → | Efficiently and effectively carry out day-to-day operations | → | Strengthen our existing methods and identify new ones |

REVISE

OSHA's success, in many respects, depends on one-to-one interactions with employers and their employees. These interactions include inspecting workplaces, consulting with employers and providing assistance, training and recognition programs. Direct interventions are designed to address unsafe and unhealthful working conditions.

OSHA relied on a long-term set of priorities developed for the last Strategic Plan. In order to achieve the targeted reductions in fatalities, injuries and illnesses cited earlier in this plan, OSHA will adopt a more dynamic approach for identifying and targeting sectors and hazards that require direct interventions. The FY2003-2004 areas of emphasis are shown in Figures 2 and 3. These priorities will be re-assessed, adjusted as necessary, and communicated each fiscal year.

The specific strategies for adopting a more dynamic targeting approach and implementing it are presented on the next page.

How Progress in Achieving this Goal Will be Assessed[7]	Baseline 9/30/02	Target Date	Target Amount
1. Percent reduction in injury and illness rates for cases involving days away from work at worksites receiving direct intervention.	2000 – 2002 Average	Annual	5%
2. Number of hazards abated and worksites visited: a) Total in emphasis areas b) Lead c) Silica d) Amputations e) Ergonomics	 11,322/9,369 524/982 549/1,556 10,249/6,831 Establish by 2004	Annual	NA

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[7] OSHA's strategies and actions, as outlined in goals 1, 2 and 3, are not meant to dictate the performance of the 26 OSHA-approved state plans. These states operate their own programs - subject to federal approval and oversight - and may tailor their strategic plans, goals and targets to their own specific issues and concerns. The outcomes of their activities will be included in OSHA's measures of nationwide progress in safety and health.

Strategy 1-1: Improve targeting to maximize the impact of direct interventions.
Actions:
    a.   Annually analyze data to identify best targets for direct interventions.
    b.   Annually communicate priorities and effective intervention approaches.

Strategy 1-2: Reduce hazards by intervening at targeted worksites.
Actions:
    a.   Inspect worksites that experience fatalities, employee complaints, high injury rates, etc.
    b.   Provide consultation services to high hazard worksites.
    c.   Increase participation of high-hazard worksites in recognition programs.
    d.   Protect whistleblowers from adverse impact.

Strategy 1-3: Improve effectiveness of direct interventions.
Actions:
    a.   Analyze results and effectiveness of direct interventions to determine their impact on fatality, injury and illness rates.
    b.   Identify and implement adjustments, including targeting new areas that will increase the impact of direct intervention activities.
    c.   Analyze the effectiveness of guidance and standards and identify needed changes.

All OSHA 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 interventions achieve the outcomes by engaging in one-to-one relationships with employers and employees. Direct intervention will always be necessary to ensure workplace safety and health. At the same time, lasting solutions will come about because employers, workers, and many others embrace a safety and health culture in the workplace. From OSHA's perspective, the resources devoted to realizing this goal have the potential to multiply the agency's effectiveness – by instilling safety and health values among the broad population and enlisting them in pursuing the same goals. Achieving this goal will require a concerted effort, enhancement of OSHA's compliance assistance skills, innovation and continued dedication to safety and health ideals.

How Progress in Achieving this Goal Will be Assessed	Baseline 9/30/02	Target Date	Target Amount

1. Increase in Recognition Programs:
    a. VPP
    b. SHARP
	
	637
	396
		Annual	125 new recognition programs by 9/30/2003

2. Increase in:
    a. Partnerships
    b. Alliances
	
	169
	10
		Annual	100 new partnerships and alliances by 9/30/2003

3. Increase in the total number of people participating in OSHA outreach and training programs:
    a. Total
    b. Youth
    c. Immigrant employers and workers
    d. Small Businesses
    e. Workplace Violence
    f. Transportation
    g. Targeted SIC/NAICS
    h. Ergonomics
	Baseline will be established in the first year	Annual	10 percent increase in the number of people trained per year

4. Develop a plan to promote systematic approaches to safety and health in American workplaces.	No measures available	June 2003	Plan complete by June 2003
5. Develop a plan to increase OSHA staff's compliance assistance skills and abilities.	No plan available	June 2003	Plan complete by 2003
6. Implement an emergency preparedness/ homeland security plan and assess organizational capability	No plan available	December 2003	Plan complete by December 2003

Strategy 2-1: Improve OSHA's ability to capture opportunities where compliance assistance, leadership, outreach and cooperative programs will maximize impact

Actions:

a. Improve collection, tracking and analysis of information in these areas.
b. Identify new opportunities in the following areas to significantly improve workplace safety and health:
   - Youth fatalities, injuries and illnesses;
   - Immigrant and other hard-to-reach employers and workers;
   - Transportation fatalities;
   - Workplace violence fatalities;
   - Small business, particularly in OSHA areas of emphasis; and
   - Potential for "safety by design" campaign to build in safety and health protections and features.
c. Analyze opportunities; establish focus, priorities and targets; and communicate best practices annually.

Strategy 2-2: Promote a safety and health culture throughout America's worksites.

Actions:

a. Increase the skills and abilities of OSHA staff in areas of compliance assistance and systematic approaches to safety and health.
b. Increase relationships with organizations that represent safety and health best practices.
c. Increase OSHA's impact on ergonomics in the workplace by working with national advisory committee on ergonomics, leveraging outreach and training courses, issuing ergonomics guidelines and creating partnerships and alliances.
d. Increase understanding of safety and health as a value in business, workplaces and peoples lives through compliance assistance and consistent, targeted communication strategies.
e. Elevate the value of safety and health by promoting recognition programs, partnerships and alliances.
f. Increase the number of implemented emergency preparedness programs and provide expertise and support to the Department of Homeland Security.
g. Strengthen relationships with NIOSH to improve OSHA's knowledge of safety and health issues. Enhance relations with additional government entities (e.g. , EPA, SBA, MSHA, DOT) to increase OSHA's capacity to promote a safety and health culture.

Strategy 2-3: Improve the effectiveness of OSHA's approaches for promoting safety and health.

Actions:

a. Analyze the results and effectiveness of compliance assistance, cooperative programs and leadership efforts to assess their impact on fatality, injury and illness rates.
b. Identify and implement adjustments, including targeting new areas and developing new training, that increase the impact of consultation services, compliance assistance, cooperative programs and leadership activities.

Strategic Goal 3:
Maximize OSHA effectiveness and efficiency by strengthening our capabilities and infrastructure

Success in achieving the preceding goals requires OSHA to monitor and respond to events in a rapidly changing world. The situational assessment revealed a number of opportunities to strengthen aspects of OSHA's internal operations. Specifically, OSHA needs to improve its intelligence gathering, analytical and evaluation capabilities, ensure that OSHA staff have the requisite knowledge, skills, diversity and abilities to address emerging health and safety issues, examine its approaches to addressing occupational health issues and improve the agency's use of information technology. These and other issues identified in the assessment are addressed through strategies and actions presented on the following pages.

How Progress in Achieving this Goal Could Be Assessed[8]	Target Date	Target Amount
1. Develop a business plan for improving intelligence capabilities.	March 2003	Plan developed by March 2003
2. Develop a plan to improve OSHA's impact on occupational health.	March 2003	Plan developed by March 2003
3. Complete a human capital assessment and make recommendations for action.	December 2003	Plan developed by December 2003
4. Percentage increase in the number of staff who had or are currently receiving certification training.	Annual	10%
5. Perform annual review to determine effectiveness, benefits and burden of current standards.	Per regulatory agenda timeframe	2 per year
6. Implement the enterprise architecture plan according to schedule.		
7. Obtain and maintain "green" on the progress score for the five items on the President's Management Agenda.		Green on progress score

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[8] Goal 3 issues have a cause-and-effect relationship with Goal 1 and 2 issues. Consequently, the outcome of achieving this goal is success in achieving the other two goals. For this reason, the performance measures included for Goal 3 are more activity-oriented than outcome-oriented.

Strategy 3-1: Improve OSHA's intelligence gathering, analytical, targeting and performance measurement capabilities.

Actions:
  a. Improve OSHA's access to timely and accurate occupational safety and health data, including identification of alternative data sources.
  b. Enhance OSHA's ability to identify and monitor emerging safety and health issues.
  c. Improve OSHA's ability to measure outcomes and program effectiveness.
  d. Use customer communication as an information resource.
  e. Improve collaboration and information sharing with state partners, NIOSH, BLS, other safety and health organizations and additional research and academic institutions.

Strategy 3-2: Improve OSHA's impact on occupational health outcomes.

Actions:
  a. Conduct an assessment of current health strategies and progress. Identify a framework for increasing OSHA effectiveness.
  b. Improve OSHA's ability to monitor progress in reducing workplace illnesses and measure outcomes.

Strategy 3-3: Improve OSHA's strategic management of human capital.

Actions:
  a. Ensure OSHA has the skills, capabilities and diversity to accomplish its mission by conducting a comprehensive workforce skills assessment and implementing a human capital/workforce development plan.
  b. Ensure future leadership by implementing a succession plan.
  c. Enhance future technical competencies by creating incentives for professional development.
  d. Improve recruitment, development, diversity, and retention of talent.
  e. Implement an effective safety and health program within OSHA.

Strategy 3-4: Ensure standards and guidance are effective, address contemporary issues and reflect best practices for promoting workplace safety and health.

Actions:
  a. Develop standards as reflected in the regulatory agenda.
  b. Review, update, and revise existing OSHA standards.
  c. Assess the impact of existing standards on improved employee safety and health and employer costs, especially in small businesses. Evaluate whether less burdensome alternatives have been developed.
  d. Ensure that standards and guidance are supported by timely, customer-focused communication, training and assistance.

Strategy 3-5: Improve usability and usefulness of OSHA information technology resources.
Actions:

    a.   Improve the quality, timeliness and availability of OSHA information.[9]

    b.   Strengthen protection and privacy of OSHA information.
    c.   Improve IT support for a mobile workforce.[10]
    d.   Enhance capabilities for sharing information and collaborating on projects and initiatives.[11]

    e.   Improve access to a diverse range of research and information.[12]

Strategy 3-6: Improve the efficiency of OSHA processes and activities
Actions:

    a.   Improve capabilities for measuring costs and benefits of activities and processes, while pursuing opportunities to improve efficiency.
    b.   Increase use of performance-based contracting.
    c.   Improve integration of OSHA's budget and performance information.
    d.   Strengthen financial management practices.

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[9] Referred to as "Integrated Information" in IT Enterprise Architecture
[10] Referred to as "Work Mobility" in IT Enterprise Architecture
[11] Referred to as "Information Sharing, Processing, and Collaboration" in IT Enterprise Architecture
[12] Referred to as "Information Accessibility and Analysis" in IT Enterprise Architecture