



CHANGING  
**Maryland**  
*for the Better*

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# Maryland Occupational Safety and Health (MOSH) Strategic Plan 2018-2022

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Maryland Division of Labor and Industry



Microsoft  
Maryland Occupational Safety and Health  
Hunt Valley, Maryland

# Maryland Occupational Safety and Health (MOSH) Strategic Plan 2018-2022

## Section 1 – MISSION AND VISION:

The MOSH Strategic Plan presents MOSH's approach for supporting the OSHA Strategic Management Plan and the State Administration's Management for Results. It describes priorities for the 2018-2022 timeframe. The plan serves as a mechanism for communicating a shared set of expectations regarding the results that MOSH expects to achieve and the strategies that it will use. In cooperation with OSHA Region III, MOSH may adjust the plan as circumstances change, use it to develop the annual performance plan, budget submissions, report on progress in annual performance reports and hold supervisors and staff accountable for achieving the goals and outcomes.

Consistent with the OSHA Strategic Management Plan, the MOSH program 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

### **MOSH MISSION**

MOSH's mission is to promote and assure workplace safety and health while reducing workplace fatalities, injuries and illnesses.

MOSH achieves its mission through various means, including inspections, consultation services, compliance assistance, outreach, education, and cooperative programs.

By accomplishing our mission MOSH saves lives, enhances the quality of life of working men and women, and contributes to the economic vitality of the State.

### **VISION FOR 2018 THROUGH 2022**

The MOSH plan in its entirety conveys our vision for the next several years; however the following vision is included to summarize what MOSH expects to accomplish by implementing our Strategic Plan.

### **Provide excellent customer service through the effective performance of Division of Labor and Industry personnel.**

Providing excellent customer service through the effective performance of Division of Labor and Industry personnel supports Maryland's long-term objective of being the best managed state in the nation. MOSH employees consistently seek to provide services in the most efficient and courteous way possible, to stay ahead of trends, and to use creative and innovative approaches.

*Every employer and employee in the State recognizes that occupational safety and health adds value to Maryland businesses, workplaces and workers' lives.*

## INTRODUCTION

With the high success of the past strategic plan MOSH has developed new goals following along the same lines. The statistics from the previous five years were assessed, and portions of OSHA's 2013-2017 Strategic Plan were considered to develop our 2018-2022 Strategic Plan.

## MOSH PROGRAMS

MOSH is comprised of a workforce of 99 dedicated State employees. Its annual budget (FY16) was approximately \$11,245,026. MOSH operates its programs under State law with OSHA approval, matching grants, and oversight to ensure we operate programs that are "at least as effective" as OSHA. MOSH retains the flexibility to tailor our programs to address Maryland local issues and concerns.

MOSH has a very successful compliance assistance program, which includes partnerships and cooperative programs. These programs will continue to be a large part of our new Strategic Plan as the Agency continues to increase outreach activities with minority and small business owners.

Programs for ensuring and improving workplace safety and health in the private and public sectors are:

- **Enforcement** - MOSH 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, catastrophes, accidents, and employee complaints, investigation of whistleblower activities, referrals from other government agencies, and targeted areas of concern.
- **On-site Consultation Programs** - MOSH 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/Compliance Assistance** - MOSH enters into voluntary partnerships (VPP, SHARP, and Cooperative Compliance Partnerships) with employers 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 best practices with secondary and tertiary contractors.
- **Outreach, and Training and Education** - MOSH develops and provides a broad array of outreach products and services, education and training materials and courses that promote occupational safety and health.
- **Research and Statistics Unit** – is responsible for developing and implementing programs that generate statistical data on fatal and nonfatal workplace injuries and illnesses. MOSH uses injury and illness statistics to identify high hazard industries. The agency also uses occupational injury and illness data for measuring the effectiveness of its programmed activities. The business community, government agencies, and researchers in the safety and health field all make use of the data collected and compiled by the Research and Statistics unit.
- **Discrimination** – MOSH investigates workplace allegations of discrimination concerning employee safety and health.

## MOSH's STRATEGIC DIRECTION

While there is always room for improvement, MOSH's programs have served the State well.

The MOSH program remains committed to protecting workers and providing information to employers who wish to become more knowledgeable on safety and health issues. MOSH will continue to have strong, fair and effective enforcement of safety and health regulations to ensure employers address safety and health issues. Over the past several years however, the economic status has taken a toll on employers throughout the country. With federal OSHA's enforcement push, MOSH has remained strong in its efforts to help employers by not raising penalties and offering more outreach activities than in previous years. Consultation, education and cooperative/compliance assistance programs provide the support needed to help employers and workers achieve a safe and healthful work environment. These programs will be included and modified as necessary to improve MOSH's effectiveness and address emerging issues.



MOSH's new five-year Strategic Plan was developed using the same framework of its previous plan. In support of the OSHA plan, MOSH will continue with specific targets for the reduction of fatalities, injuries, and illnesses over the plan's period. MOSH will also continue to track results in specific priority areas over the planning period. As in the previous strategic plan these areas of emphasis will be analyzed and revised each year based on the results of operations and emerging issues that demand attention.

MOSH has established three specific supporting goals to guide its efforts over the next several years. They are:

1. Improve workplace safety and health through compliance assistance and enforcement of occupational safety and health regulations;
2. Promote a safety and health culture through compliance assistance, cooperative programs and strong leadership; and
3. Secure public confidence through excellence in the development and delivery of MOSH programs and services.

Our five-year Strategic Plan with Performance Goals and Outcomes is shown below.

## Strategic Plan 2018-2022

### Strategic Goal 1:

Improve workplace safety and health through compliance assistance and enforcement of occupational safety and health regulations.

MOSH will endeavor to achieve the improvement of workplace safety and health through the identification of high hazard industries and through direct interventions in these targeted industries.

Performance Goals	Baseline and Data Source	2022 Target
1. To reduce the number of workplace fatalities under MOSH's jurisdiction.	Established baseline: a five-year fatality average from 2011 through 2015. Fatality count is derived from MOSH Operations (21.8).	Achieve a five-percent reduction in the number of workplace fatalities in the State by FFY 2022.
2. To reduce the rate of occupational injuries and illnesses in Maryland's private sector.	Bureau of Labor Statistics - Survey of Occupational Injuries and Illnesses (SOII) data for Maryland's top-line private sector total recordable case (TRC) incidence rate averaged over five years from 2011 through 2015 (3.0).	Achieve a five-percent reduction in the TRC incidence rate by FFY 2022.
3. To reduce the rate or occupational injuries and illnesses in Maryland's state and local government.	Bureau of Labor Statistics ' SOII data for Maryland's top-line state and local government total recordable case (TRC) incidence rate averaged over five years from 2011 through 2015 (5.9).	Achieve a ten-percent reduction in the TRC incidence rate by FFY 2022.

**Strategy 1-1: Achieve a fatality reduction of five-percent in industries that are under MOSH's jurisdiction by 2022.**

**Strategy 1-2: Reduce the top-line TRC rate for occupational injuries and illnesses by five-percent in Maryland's private sector by 2022.**

**Strategy 1-3: Reduce the top-line TRC rate for occupational injuries and illnesses by ten-percent in Maryland's State and local government sector by 2022. Historically, Maryland's top-line public sector TRC rate has been significantly higher than the State's private sector average. In 2015, the public sector's TRC rate was 5.5 injuries and illnesses per 100 full-time equivalent workers, almost double Maryland's private sector's rate of 2.9.**

## Strategic Goal 2:

Promote a safety and health culture through Cooperative Programs, Compliance Assistance, On-site Consultation Programs, Outreach, and Training and Education.



A critical element in obtaining a safe and healthful workplace is having employers and employees who are trained and knowledgeable in workplace hazards. While compliance enforcement will always be necessary to achieve a safe and healthful workplace for employees, cooperative compliance programs recognizes those employers and their employees who have embraced a safety and health culture in their workplace. Through these programs, MOSH has the ability to multiply its effectiveness by instilling safety and health values across a broad spectrum of the population and enlisting them in the pursuit of the same goals. Achieving this goal will require a concerted effort, compliance assistance skills, innovation and continued dedication to safety and health ideals.

Performance/Outcome Goals	Baseline	Target Date	Target Amount
<p>1. Increase in Recognition Programs:</p> <p>Recognition Programs</p> 	19 (FY2016)	2022	5 new Recognition Programs
<p>2. Increase in Partnerships:</p> <p>Cooperative Partnerships</p>	80 (FY2016)	2022	15 new Cooperative Programs
<p>3. Maintain the total number of people participating in MOSH outreach and training programs (i.e. speaker requests and educational seminars)</p>	5828 (five year average FY 2012-2016 numbers)	Annual	Maintain at 6,000 participants
<p>4. To develop additional Safety and Health Educational Seminars to address new regulations, hazard trends, and topics suggested by employers/employees through survey feedback forms.</p>	3 (FY 2012-2016)	2022	5 new classes

**Strategy 2-1: Add 5 new Recognition Programs by 2022**

**Strategy 2-2: Add 15 new Cooperative Programs by 2022**

**Strategy 2-3: Maintain attendance in MOSH outreach and training programs annually at 6,000 participants**

**Strategy 2-4: Add 5 new class topics by 2022 to the MOSH Outreach and Training Program.**

**Strategic Goal 3:**

Secure public confidence through excellence in the development and delivery of MOSH programs and services, and by providing excellent customer service.

MOSH has a hands on training lab that allows new compliance officers to experience real world practical applications in a controlled environment. This lab includes a working scaffold, electrical / LOTO simulation board, flammable and combustible liquids equipment, compressed gas, and welding, stations, fall protection, ladder safety and rigging equipment. Almost any scenario can be recreated in our lab. In addition, the lab is used for our public safety classes as well.



Success in achieving our strategic goals requires monitoring and response to events and customer feedback. MOSH will improve data management and information systems that provide critical program support, tracks activities related to achieving strategic goals, and continue to improve our response time to unprogrammed activities.

Performance/Outcome Goals	Baseline FY 2016	Target Date	Target Amount
1. Percent of fatalities and catastrophes inspections initiated within one working day of notification.	100%	Annual	100%
2. Serious complaint inspections initiated within five working days of notification.	99%	Annual	95%
3. Percent of discrimination complaint investigations completed within 90 working days.	43%	Annual	90%
4. Percent of surveyed responses from MOSH website and Facebook users indicating a positive overall experience.	TBD	Annual	90%

**Strategy 3-1: Initiate inspections of fatalities and catastrophes within one working day of notification in 100% of the cases**

**Strategy 3-2: Initiate inspections of serious complaints within five working days of notification in at least 95% of the cases**

**Strategy 3-3: Complete 90% of all discrimination complaints within 90 working days of opening**

**Strategy 3-4: Achieve an overall satisfaction rating of at least 90% of surveyed responses from the MOSH website and Facebook users.**

## APPENDIX – STRATEGIC PLAN SUMMARY CHART

<b>Strategic Goal 1 – Improve workplace safety and health through compliance assistance and enforcement of occupational safety and health regulations</b>	
Performance Goal 1.1	Reduce the number of fatalities under MOSH jurisdiction by five-percent by 2022.
Indicator	In-scope fatality average for reference years 2011 through 2015 (21.8).
Data Source	MOSH Operations – Fatality Investigation Report

Performance Goal 1.2	To reduce the rate of occupational injuries and illnesses in Maryland’s private sector by five-percent by 2022
Indicator	Top-line private sector total recordable case (TRC) incidence rate averaged over the reference years 2011 through 2015 (3.0).
Data Source	Bureau of Labor Statistics’ Survey of Occupational Injuries and Illnesses (SOII).
Performance Goal 1.3	To reduce the rate of occupational injuries and illnesses in Maryland’s State and local government sector by ten-percent by 2022
Indicator	Top-line public sector total recordable case (TRC) incidence rate averaged over the reference years 2011 through 2015 (5.9).
Data Source	Bureau of Labor Statistics’ Survey of Occupational Injuries and Illnesses (SOII).

<b>Strategic Goal 2 – Promote a safety and health culture through Cooperative Partnerships, Compliance Assistance, On-Site Consultation Programs, Outreach, and Training and Education.</b>	
Performance Goal 2.1	Increase Recognition Programs from the total agreements of 19 to a 2022 total of 24
Indicator	Number of Recognition Programs
Data Source	OIS, Report from Consultation and VPP Units

Performance Goal 2.2	Increase Cooperative Partnerships from a total of 80 agreements to a 2022 total of 95
Indicator	Number of Cooperative Programs
Data Source	OIS, Report from Cooperative Partnership

Performance Goal 2.3	Maintain the total number of people participating in MOSH outreach and training programs at 6,000 participants (estimated FY 2012-FY 2016 total 5828)
Indicator	Total number of trainees/participants anticipated to be affected by outreach activities including formal training, workshops, seminars, speeches, conferences, and informal worksite training
Data Source	Report from Training and Education Unit

<b>Strategic Goal 3 – Secure public confidence through excellence in the development and delivery</b>	
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of MOSH programs and services, and aby providing excellent customer service	
Performance Goal 3.1	Percent of fatality and catastrophe inspections initiated within one working day of notification maintain at least 100% (FFY 2016 was 100%)
Indicator	Percentage of fatal case investigations initiated within one working day of notification
Data Source	OIS

Performance Goal 3.2	Percent of serious complaint inspections initiated within five working days of notification maintained at 95% (FFY 2016 is 99%)
Indicator	Percentage of serious complaint inspections initiated within an average of five working days of notification
Data Source	OIS

Performance Goal 3.3	Percent of discrimination complaint investigations completed within 90 days maintained at least 90% (FFY 2016 is 43%)
Indicator	Percentage of discrimination complaint investigations completed within 90 days
Data Source	Report from IT Department

Performance Goal 3.4	Achieve overall satisfaction rating of at least 90% of surveyed responses from the MOSH website and Facebook users.
Indicator	TBD
Data Source	IT Department