

Maryland Occupational Safety and Health (MOSH) Strategic Plan 2023-2027

Section 1 – MISSION AND VISION:

The MOSH Strategic Plan presents MOSH's approach for supporting the Occupational Safety and Health Administration Strategic Management Plan and the State Administration's Management for Results. It describes priorities for the 2023-2027 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 2023 THROUGH 2027

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 strategies were considered from OSHA's Strategic Management Plan to develop our 2023-2027 Strategic Plan.

MOSH PROGRAMS

MOSH has a workforce of 99 dedicated State employees. Its annual budget (FY22) was approximately \$12,542,789. 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 (Voluntary Protection Programs, Safety & Health Achievement Recognition Programs, 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, 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

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. 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 2023-2027

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 direct interventions in these targeted industries.

Performance Goals	Baseline and Data Source	2027 Target
1. To reduce the number of workplace fatalities under MOSH's jurisdiction.	Established baseline: a five-year fatality average from 2016 through 2020. (22.2) Fatality count is derived from MOSH Operations	Achieve a five-percent reduction in the number of workplace fatalities in the State by FFY 2027.
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 2016 through 2020 (2.6).	Achieve a five-percent reduction in the TRC incidence rate by FFY 2027.
3. To reduce the rate of 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 2016 through 2020 (5.6).	Achieve a five-percent reduction in the TRC incidence rate by FFY 2027.

Strategy 1-1: Achieve a fatality reduction of five-percent in industries that are under MOSH's jurisdiction by 2027.

Strategy 1-2: Reduce the top-line TRC rate for occupational injuries and illnesses by five-percent in Maryland's private sector by 2027.

Strategy 1-3: Reduce the top-line TRC rate for occupational injuries and illnesses by five-percent in Maryland's State and local government sector by 2027. Historically, Maryland's top-line public sector TRC rate has been significantly higher than the State's private sector average. In 2020, the public sector's TRC rate was 3.6 injuries and illnesses per 100 full-time equivalent workers, while Maryland's private sector's rate was 2.5. It is not entirely clear why there was such a drastic difference between the single year public sector rate and the 5-year average, but it is generally assumed COVID-19 impacted the rates in a variety of ways. This drastic decrease in rates may rise due to a return to the workplace, but a concerted effort to maintain these lowered rates is newly implemented in this strategic plan and measured in Strategic Goal 2.

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, free consultation, outreach and training activities, and cooperative compliance programs work with 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 and increasing safety and health values across a broad spectrum of the population. 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
1. Increase in Recognition Programs:	19 (FY2021)	2027	3 new Recognition Programs
2. Increase in Partnerships: Cooperative Partnerships	96 (FY2021)	2027	8 new Cooperative Programs
3. Ensure a minimum number of MOSH outreach and training programs (i.e. speaker requests and educational seminars)	1 event per month (average)	Annual	12 events
4. Develop a public sector initiative program to leverage Agency resources in the following areas: MOSH Enforcement, partnerships/alliances, training, and consultation	n/a	Annual	4 Public Sector Emphasis Programs

Strategy 2-1: Add 3 new Recognition Programs by 2027

Strategy 2-2: Add 8 new Cooperative Programs by 2027

Strategy 2-3: Ensure a minimum of 12 Outreach events annually

Strategy 2-4: Add 4 new Public Sector Emphasis Programs annually.

Strategic Goal 3:

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

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, track activities related to achieving strategic goals, and continue to improve our response time to unprogrammed activities.

Performance/Outcome Goals	Baseline FY 2021	Target Date	Target Amount
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1. Percent of fatalities and catastrophes inspections initiated within one working day of notification.	85%*	Annual	100%
2. Time to initiate a fully received serious complaint inspection.	3.07 Days	Annual	5.0 Days
3. Percent of discrimination complaint investigations completed within 90 working days.	43%	Annual	90%

- **This baseline was adversely affected due to confusion regarding employer reporting fatality information related to Covid-19 related fatalities.**

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 fully received serious complaints within five working days of notification

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

APPENDIX – STRATEGIC PLAN SUMMARY CHART

Strategic Goal 1 – Improve workplace safety and health through compliance assistance and enforcement of occupational safety and health regulations	
Performance Goal 1.1	Reduce the number of fatalities under MOSH jurisdiction by five-percent by 2027.
Indicator	In-scope fatality average for reference years 2016 through 2020 (22.2).
Data Source	MOSH Operations – Fatality Investigation Report

Performance Goal 1.2	Reduce the rate of occupational injuries and illnesses in Maryland’s private sector by five-percent by 2027.
Indicator	Top-line private sector total recordable case (TRC) incidence rate averaged over the reference years 2016 through 2020 (2.6).
Data Source	Bureau of Labor Statistics’ Survey of Occupational Injuries and Illnesses (SOII).

Performance Goal 1.3	Reduce the rate of occupational injuries and illnesses in Maryland’s State and local government sector by five-percent by 2027.
Indicator	Top-line public sector total recordable case (TRC) incidence rate averaged over the reference years 2016 through 2020 (5.6).
Data Source	Bureau of Labor Statistics’ Survey of Occupational Injuries and Illnesses (SOII).

Strategic Goal 2 – Promote a safety and health culture through Cooperative Partnerships, Compliance Assistance, On-Site Consultation Programs, Outreach, and Training and Education.	
Performance Goal 2.1	Increase Recognition Programs from the total agreements of 19 to a 2027 total of 22.
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 96 agreements to a 2027 total of 104.
Indicator	Number of Cooperative Programs
Data Source	OIS, Report from Cooperative Partnership Unit

Performance Goal 2.3	Ensure a minimum number of 12 MOSH outreach and training programs (i.e. targeted outreach events, speaker requests and educational seminars)
Indicator	Total number of MOSH outreach and training events held in a federal fiscal year.
Data Source	Report from Training and Education Unit

Performance Goal 2.4	Develop a public sector initiative program to leverage Agency resources in the following areas: MOSH Enforcement, partnerships/alliances, training, and consultation
Indicator	Total number of public sector initiatives enacted and maintained from 2023-2027.

Data Source	Activity reports from each unit.
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Strategic Goal 3 – Secure public confidence through excellence in the development and delivery of MOSH programs and services, and by providing excellent customer service	
Performance Goal 3.1	Initiate 100% of fatality and catastrophe inspections within one working day of notification.
Indicator	Percentage of fatal case investigations initiated within one working day of notification
Data Source	OIS

Performance Goal 3.2	Initiate an inspection of a fully received serious complaint within an average of 5 working days.
Indicator	Average days to initiate a complaint inspection
Data Source	OIS

Performance Goal 3.3	Complete 90% of discrimination complaint investigations within 90 days of complaint filing.
Indicator	Percentage of discrimination complaint investigations completed within 90 days
Data Source	OIS