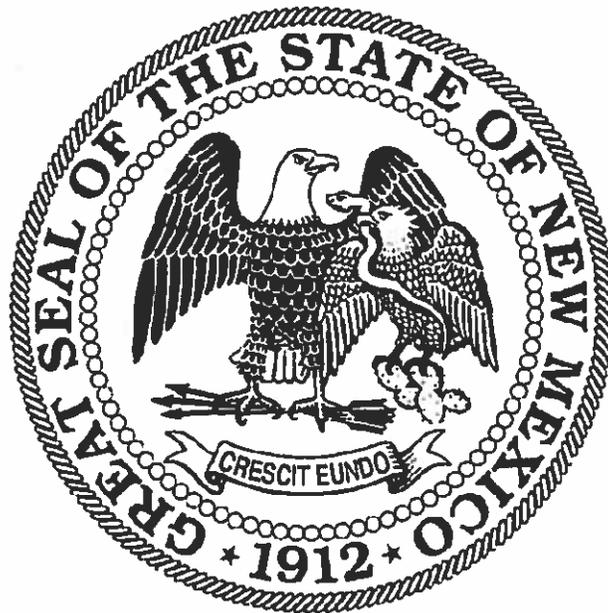


State of New Mexico

Occupational Health and Safety Bureau

Strategic Plan

Fiscal Years 2015-2019



August 1, 2014

Strategic Plan

State of New Mexico Occupational Health and Safety Bureau
Fiscal Years 2015-2019

Background

This strategic plan defines the New Mexico Occupational Health and Safety Bureau's (OHSB) strategic goals for Fiscal Year 2015 through 2019 (October 1, 2014, through September 30, 2019). Based on the goals outlined in this strategic plan, OHSB will develop Annual Performance Plans defining specific programmatic activities to be accomplished each year. It is expected that accomplishment of the Annual Performance Plans will have a direct and positive impact on the achievement of the Strategic Plan goals.

Mission

In 1972 the New Mexico State legislature established the New Mexico Occupational Health and Safety Act. As defined in the enabling legislation our mission is:

To assure every employee safe and healthy working conditions.

Vision

OHSB's vision is to make New Mexico's workplaces the safest in the nation. OHSB is striving to eliminate workplace injuries, illnesses, and deaths so all New Mexico workers can return home safely every day. To realize this vision, workplace environments must be characterized by a genuine commitment to workplace safety and health, shared by employers and employees. To enhance and grow this commitment, OHSB will provide training and will ensure the necessary resources and support systems are in place.

To achieve this vision, OHSB is committed to:

- Providing support for an ever-increasing number of employers to become self-sufficient in the application of workplace health and safety programs.
- Providing expanded and innovative education, consultation, and enforcement to support employers and employees in their progress toward self-sufficiency.
- Conducting work in a timely, courteous, and professional manner.
- Strengthening the public's perception of the Bureau through the professionalism shown by OHSB staff.

Impact Factors

Accomplishment of OHSB's mission is affected by numerous factors. While OHSB cannot control these impact factors, it will maintain an awareness and perspective to react to them in a timely and effective manner. The strategic plan factors considered in the development and implementation of OHSB's strategic plan include:

Economic outlook

Economic changes influence working conditions and can have an impact on injuries, illnesses, and workplace fatalities. New Mexico was late to enter the 2007-2008 recession and has also been slow to recover. However, the state has maintained a relatively low unemployment rate compared to the rest of the nation. The New Mexico unemployment rate peaked at 7.9 percent in 2010 and had improved to a rate of 6.9 percent as of the most recent report from 2012, compared to a nationwide rate of 8.1 percent. Between 2011 and 2012, the mining sector in New Mexico, which includes a robust oil and gas industry, experienced the strongest growth in employment at 13 percent, followed by the Agriculture, Forestry, Fishing & Hunting and Arts, Entertainment, and Recreation sectors, each growing by about 5 percent.

Economic growth in New Mexico since the recession has continued at a moderate pace. Durable goods manufacturing, information, and non-durable goods manufacturing have been leading contributors to growth. Continued growth is expected with areas including oil and gas production, and the New Mexico Borderplex manufacturing and distribution hub showing strong trends.

Changing worksites and workplace demographics

The New Mexico workforce is represented by a diverse population with a large concentration of employees whose primary language is not English. OHSB continually monitors the changing nature of work processes and workplace demographics in New Mexico to assure programs are effectively targeting occupational health and safety issues.

The New Mexico Department of Workforce Solutions projects employment growth between 2010 and 2020 to add 136,000 jobs to the economy. The highest growth rates are expected to be in the areas of healthcare and social assistance (28.1%) followed by mining (26%). The overall increase in mining jobs includes oil and gas extraction and support activities with an expected increase of 29%. Other energy industries, including solar and wind energy development, continue to grow and represent unique issues with regard to employee safety.

Change in information system

New Mexico is planning to replace the Integrated Management Information System (IMIS) with the new OSHA Information System (OIS) in September of 2014.

Implementation of the new system could be a disruptive event impacting OHSB's performance. This plan assumes adequate training and support will exist to minimize the impact of the conversion to the OIS. The goals provided in this report assume similar or superior processes will exist in OIS to report achievement toward our strategic goals.

Funding sources

OHSB receives funding from the New Mexico legislature and from OSHA on an annual basis. New Mexico has provided funds that exceed the required matching funds in the past. This plan assumes this trend will continue.

Stakeholder needs and requirements

As stakeholder needs change, OHSB will consider program modifications to effectively serve these needs. OHSB is committed to maintaining open communication and working

in partnership with OSHA. Quarterly meetings between OHSB and OSHA will continue to review progress toward achieving strategic plan goals and to discuss challenges. OHSB will conduct an annual self-evaluation and will report findings in the State OSHA Annual Report (SOAR). The SOAR will highlight activities, accomplishments, challenges, and progress toward meeting the goals of this Strategic Plan.

Services

OHSB provides a diverse range of services to meet the needs of our customers.

Enforcement programs

OHSB implements a strong, fair and effective enforcement program which provides for inspections of worksites and issuance of citations and penalties for violations of health and safety standards.

Whistleblower protection

OHSB investigates allegations of workplace discrimination regarding employee safety and health.

Cooperative programs

OHSB provides onsite consultation services that assist employers in eliminating workplace hazards and establishing effective health and safety programs, and enters into cooperative programs with labor and industry that include alliances, strategic partnerships, and voluntary protection programs.

OHSB Strategic Goals

OHSB's success in meeting strategic plan goals will be measured by the results gained through the collaboration of all OHSB programs. The details within these goals demonstrate OHSB's commitment to planning for our changing demographics and focusing on areas with high fatality, injury and illness rates. During the period of this plan, OHSB will place special emphasis within the healthcare industry due to the high growth and injury rates, and the oil and gas industry due to the high growth and fatality rates. OHSB will strive to accomplish reductions in injuries, illnesses and fatalities by engaging in the following two strategic goals:

Goal 1: Workplace Safety and Health

Reduce injuries, illnesses, and fatalities by engaging and working with employers to reduce occupational hazards and exposures.

Goal 2: Excellence

Maximize state plan effectiveness by striving for continuous improvement in all areas of service delivery.

Table 1 – Summary of performance goals identified as the means to accomplish each of these strategic goals

| Strategic Goal | 5-Year Performance Goal |
|---|--|
| <p>1. Workplace Safety and Health Reduce injuries, illnesses, and fatalities by working with employers to reduce occupational hazards and exposures.</p> | <p>1.1 Safety and Health Hazards Reduce the total New Mexico injury and illness DART rate by 5% through 2019 by focusing on targeted safety and health hazards. (At the end of 2019, the latest BLS data will be for 2017.)</p> |
| | <p>1.2 Fatalities Reduce the 5-year average rate of OSHA investigated workplace fatalities by 5% through scheduled inspections and visits at workplaces in targeted industries.</p> |
| | <p>1.3 Cooperative Agreements Increase the number of new participants in SHARP by 5.</p> |
| | <p>1.4 Strategic Partnership Programs Improve the quality of participant health and safety programs by reducing top-level member DART rates by 10% through 2019.</p> |
| | <p>1.5 VPP Reduce the DART rates of VPP participants by 10% through 2019.</p> |
| | <p>1.6 Education Educate employers and employees regarding the value of occupational safety and health by increasing materials available in other than English.</p> |
| <p>2. Excellence Maximize OHSB effectiveness by striving for continuous improvement in all areas of service delivery.</p> | <p>2.1 Response to fatalities Initiate inspections for reported fatalities within 1 working day 100% of the time.</p> |
| | <p>2.2 Response to referrals alleging serious hazards Conduct inspections and investigations for referrals alleging serious hazards within 10 working days 95% of the time.</p> |
| | <p>2.3 Response to discrimination complaints Complete discrimination investigations within 60 days 95% of the time.</p> |

Table 2 – Performance Indicators and Baselines

| 5-Year Performance Goal | Indicators and Baseline |
|--|---|
| <p>1.1 Safety and Health Hazards Reduce the injury and illness DART rate by 5% through 2019 by focusing on targeted safety and health hazards. (At the end of 2019, the latest BLS data will be from 2017.)</p> | <p>Indicators Average BLS DART rate for all New Mexico industry % Reduction in DART Rate Total number of Compliance Inspections Performed Total number of Consultation Visits</p> <p>Data Source Bureau of Labor Statistics web site: http://www.bls.gov/iif/oshstate.htm</p> <p>Baseline New Mexico DART rates for 2012: Average DART rate = 2.0 Number of Compliance Inspections Performed in FY 2013 = 290 Number of Consultation Visits in FY 2013 = 111</p> |
| <p>1.2 Fatalities Reduce the 5-year average rate of OSHA investigated workplace fatalities by 5% through scheduled inspections and visits at workplaces in targeted industries.</p> | <p>Indicators Yearly number of OSHA investigated deaths % Reduction in workplace fatalities Number of Inspections in Oil & Gas Number of Visits in Oil & Gas Number of Inspections in Construction Number of Visits in Construction</p> <p>Data Source IMIS/OIS</p> <p>Baseline 5 Year Period from FY 2009 through FY 2013 Average number of OSHA investigated workplace fatalities: $56/5 = 11.2$</p> |
| <p>1.3 Cooperative Agreements Increase the number of new participants in SHARP by 5.</p> | <p>Indicators Total number of SHARP approved employers.</p> <p>Data Source The list of Cooperative members is maintained at: P://Partnerships/SpecialPrograms.xls</p> <p>Baseline Numbers as of July 1, 2014 Number of SHARP approved employers is 5.</p> |
| <p>1.4 Strategic Partnership Programs Reduce DART rates for top-level</p> | <p>Indicators Average DART rate for all members approved at the top level of all partnerships.</p> |

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| members by 10% through 2019. | <p>Data Source</p> <p>Data for participants in strategic partnerships is maintained at: P://Partnerships</p> <p>Baseline for 2014</p> <p>The 2014 average DART rates for members will not be available until February 1, 2015.</p> |
| <p>1.5 VPP Increase the number of VPP participants by 5.</p> | <p>Indicators</p> <p>Number of VPP participants</p> <p>Data Source</p> <p>The list of VPP participants is maintained at: P://Partnerships/SpecialPrograms.xls</p> <p>Baseline as of July 1, 2014</p> <p>The number of VPP participants is 13.</p> |
| <p>1.6 Education Educate employers and employees regarding the value of occupational safety and health by increasing materials available in other than English, and by conducting workshops and conferences in growth industries.</p> | <p>Indicators</p> <p>Total number of workshops conducted Total number of speaking engagements Number of publications, workshops, or speaking engagements conducted in other than English Number of outreach activities conducted in home health care or healthcare support.</p> <p>Data Source</p> <p>IMIS/OIS, Bureau Chief's Weekly Reports</p> <p>Baseline – Average 2006-2008</p> <p>Average number of all workshops conducted was 13 per year. Average number of all speaking engagements was 8.3 per year. Number of other than English activities was 1.67 per year. Number of activities in home healthcare or healthcare support was 0 per year.</p> |
| <p>2.1 Response to Fatalities Initiate inspections for reported fatalities within 1 working day 100% of the time.</p> | <p>Indicators</p> <p>% of inspections initiated within 1 working day Number of reported fatalities in fiscal year Number of fatalities investigations initiated within 1 day</p> <p>Data Source</p> <p>IMIS/OIS</p> <p>Baseline</p> <p>100%.</p> |
| <p>2.2 Response to referrals Conduct inspections and investigations for referrals alleging serious hazards within 10 working days 95% of the time.</p> | <p>Indicators</p> <p>% inspections and investigations conducted within 10 working days Number of referrals alleging serious hazards in fiscal year Number of associated referral inspections and investigations initiated within 10 working days.</p> <p>Data Source</p> |

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| | IMIS/OIS |
| | Baseline 95% |
| 2.3 Response to discrimination complaints Complete discrimination investigations with 60 days 95% of the time. | Indicators % of investigations completed with 60 days Number of discrimination complaints received in fiscal year. Number of discrimination investigations completed within 60 days. |
| | Data Source Discrimination worksheet located: <u>P:\Bureau\Discrimination Information\DISCCASESyy.xls</u> |
| | Baseline 95% |

Strategic Tools

Focus on growth industries

In FY 2015, the OHSB will actively promote its compliance assistance and cooperative programs to the healthcare and oil and gas industries. OHSB expects to continue these efforts throughout the five years covered by this plan. Based upon the results of our efforts in FY2015, and based upon outcomes of nationwide efforts, OHSB will develop additional plans and strategies to improve the safety and health of New Mexico workers in these industries.

Local emphasis programs

OHSB will establish new Local Emphasis Programs (LEPs) in FY2015 and will review all LEPs to determine their continuing effectiveness, and to make appropriate modifications. Additional LEPs may be developed for agricultural operations and late-night retail establishments. OHSB expects to phase-out its LEP for waste management following FY2015, and to enhance LEPs for construction and oil and gas drilling and servicing operations.

Standards and program changes

OHSB will adopt federal standards where required and will continue to respond to all federal program change requests in a timely manner. Each change will be evaluated to determine if state specific procedural or regulatory changes are required to ensure the program is as least as effective as the federal program. If required, OHSB will work to modify or create new state regulations to meet new demands.

Data analysis

OHSB will continue to monitor injury, illness and fatality data from all available resources including the Bureau of Labor Statistics. If the emerging data identifies industries with high incidence rates of injury, illness, or fatalities, OHSB will determine if changes to this 5-year plan are necessary.

Employee retention and development

OHSB is committed to maintaining a high level of expertise in all areas of the bureau. Minimizing employee turnover is a key factor to operational success, and OHSB will continue to provide training and utilize proactive management techniques to build staff competency and morale.