

PERFORMANCE GOALS – 23 (g)

A statement of goals, strategic tools for achieving those goals and performance measures for evaluating progress toward goals are given on the following pages.

GOAL 1.1

Targeting the Mobile Workforce

5-Year Strategic Goal 1	Secure safe and healthy workplaces, particularly in high-risk industries, and improve workplace safety and health through enforcement and consultative assistance.
FY 2020 Performance Goal	Target the mobile workforce to reduce fatalities and occupational injuries and illnesses in construction, agriculture and tree trimming by reducing and eliminating hazards in these industries.
Strategy	<p>Identify and prioritize for inspection the complaints, accidents and referrals received for these industries.</p> <p>Conduct programmed inspections of construction activities identified through notifications by employers of permitted construction work, with emphasis on trenching and excavation activities, or work involving potential exposure to asbestos or lead.</p> <p>Conduct thorough inspections for these industry groups in order to have a more direct impact on the leading causes of injuries/illnesses and fatalities.</p> <p>Construction inspections will focus on preventing leading causes of injuries and fatalities due to trenching and excavation cave-ins, falls, electrocution, struck-by, crushed by/caught between, or heat illness.</p> <p>Agriculture inspections will focus on preventing leading causes of injuries, illnesses, and fatalities from: heat illness, contact with objects/equipment, and crushed by/caught between.</p> <p>Tree trimming inspections will focus on preventing the leading causes of injuries and fatalities due to falls, electrocution, struck-by, crushed by/caught between and amputations.</p> <p>Conduct compliance assistance activities at the request of California Office of Emergency Services (Cal OES) as part of the post-emergency response to wildfires and other natural disasters, to protect construction and tree trimming workers from the hazards posed by clean-up and rebuilding operations.</p>
FY 2020 Performance Indicators	<p>Activity Measures</p> <p>The Cal/OSHA Enforcement Unit will conduct approximately 3,000 inspections combined for construction, agriculture and tree trimming.</p> <p>Of the construction inspections, approximately 12% will be programmed.</p> <p>Cal/OSHA will attempt to sustain a 2% higher percentage of the serious classification of citations issued as result of these inspections.</p> <p>If the level of post-emergency response required by Cal OES is similar to FFY 2019, the Cal/OSHA Enforcement Unit will conduct approximately 3,000 compliance assistance interventions of cleanup, construction and tree trimming operations.</p>

	<p>Outcome Measures</p> <p>Abatement of non-contested serious hazards found in these industries will be achieved in 95% of cases.</p> <p>The number of serious hazards eliminated as result of these inspections will increase by 2% compared to FFY 2018.</p> <p>The trenching and excavation hazards abated will increase by 5% compared to FFY 2017</p> <p>The number of employees removed from serious hazards as result of these inspections will increase by 2% compared to FFY 2018.</p> <p>The number of hazards mitigated as result of the compliance assistance interventions will be 2,700.</p>
Data Sources	<p>All Enforcement activity data will be tracked by OIS.</p> <p>Compliance assistance activity data will be tracked by OIS, and by an internal tracking system.</p>
Baseline	<p>Prior FFY measures for each Enforcement activity, unless otherwise specified.</p>
Comment	<p>It is reasonable to infer that sustained efforts by Cal/OSHA for the past five years in these industries have resulted in overall reduction in the hazardous conditions to which workers are exposed.</p>

GOAL 1.2

High Hazard Targeting Program

<p>5-Year Strategic Goal 1</p>	<p>Secure safe and healthy workplaces, particularly in high-risk industries, and improve workplace safety and health through enforcement and consultative assistance.</p>
<p>FY 2020 Performance Goal</p>	<p>To reduce injuries, illnesses and fatalities in selected high hazard industries, with a goal of removing the industry from the High Hazard Industries list due to decreased injury and illness rates.</p>
<p>Strategy</p>	<p>Conduct targeted inspections of High Hazard establishments using one or more of the following methods: identify industry groups (by NAICS codes) with DART rates greater than 200% of State private sector average; and/or establishments that have experience modification rates greater than 125%; and/or establishments from the High Hazard list of industries where sentinel events occurred as determined through WCIS; and/or establishments with high Workers' Compensation claim history.</p> <p>Conduct comprehensive inspections of these sites.</p> <p>Evaluate the implementation and effectiveness of Injury and Illness Prevention Programs at these sites.</p>
<p>FY 2020 Performance Indicators</p>	<p><u>Activity Measures</u> The High Hazard Unit and other District Offices staff will conduct 385 targeted inspections of establishments in high hazard industries from the High Hazard Industries list.</p> <p><u>Outcome Measures</u> Abatement of non-contested serious hazards found in these inspections will be achieved in 97% of cases.</p> <p>Percentage of Programmed inspections conducted in High Hazard establishments, with Serious/Willful/Repeat violations will be 60% or greater.</p> <p>The High Hazard Targeting program will identify violations in at least 90% of all programmed inspections during the FFY.</p> <p>Average number of violations per inspection with violations will reach or exceed 5.0.</p>
<p>Data Sources</p>	<p>All Enforcement activity data will be tracked by OIS. Labor Research and Statistics Office data will be used for identifying industries. WCIS and other databases available to DIR will be used for identifying establishments.</p>
<p>Baseline</p>	<p>Prior FY measures for Enforcement activity.</p>
<p>Comment</p>	<p>It is reasonable to infer that comprehensive inspections conducted under this program at establishments on the High Hazard Industries list for the past five years will result in decreased injury and illness rates.</p>

GOAL 1.3

Process Safety Management (PSM) and Covered Industries

<p>5-Year Strategic Goal 1</p>	<p>Secure safe and healthy workplaces, particularly in high-risk industries, and improve workplace safety and health through enforcement and consultative assistance.</p>
<p>FY 2020 Performance Goal</p>	<p>To reduce fatalities and occupational injuries and illnesses in petroleum refining and other industries which fall under the requirements of the PSM standard.</p>
<p>Strategy</p>	<p>Efficiently target PSM facilities, other than petroleum refineries, for programmed inspections selected from a database developed by the PSM Unit, by utilizing the Fed/EPA RMP database, RTKNET.org., OSHA.gov and the CERS database managed by Cal/EPA. The database randomizes targeted PSM facilities by taking account for size, number of employees, population density, and releases.</p> <p>Also identify PSM facilities for inspection through the PSM Unit's outreach program, complaints from statewide CUPA representatives, and other local, county, and federal agencies.</p> <p>Starting in January 2015 a newly enacted Labor Code provision (7872) requires refinery employers in California to report to Cal/OSHA annually (by September 15 of the current year) a schedule of "turnaround" maintenance periods planned for the following calendar year, and the PSM Unit will inspect a number of these turnarounds.</p> <p>Conduct PSM inspections in response to all accidents, incidents and near misses that come to the attention of the PSM Unit, occurring at all facilities covered by the PSM standard.</p>
<p>FY 2020 Performance Indicators</p>	<p><u>Activity Measures</u></p> <p>The Cal/OSHA Process Safety Management Unit (PSM) will conduct a total of 35 programmed inspections at facilities, other than petroleum refineries, that meet the trigger threshold quantities for the PSM standard.</p> <p>The PSM Unit will participate in seven outreach/compliance assistance activities provided to industry/professional groups.</p> <p>The PSM Unit will conduct four comprehensive inspections of petroleum refineries during normal operating conditions.</p> <p>The PSM Unit will conduct four comprehensive turnaround inspections of petroleum refineries (two in the North and two in the South), in accordance with Labor Code 7872.</p> <p>The PSM Unit will conduct follow-up inspections at establishments other than petroleum refineries for 10% of all inspection types, whether programmed or unprogrammed.</p> <p><u>Outcome Measures</u></p> <p>Abatement of non-contested serious hazards found in these industries will be achieved in 98% of cases.</p> <p>The number of fatalities and serious injuries/illnesses attributable to violations of the PSM standard at these facilities will be reduced compared to the average level for the past three years.</p>
<p>Data Sources</p>	<p>All Enforcement activity data will be tracked by OIS. Fatality and serious injuries/illnesses attributable to violations of the PSM standard at these facilities will be tracked internally</p>

Baseline	Prior FY measures for Enforcement activity. Average for the past three years for fatalities and injury/illness.
Comment	Compliance rates in PSM-covered industries increased steadily over the past 7 years, and the number, frequency and severity of catastrophic events at PSM-covered facilities has been maintained at lower than national levels.

GOAL 2.1

Heat Illness Prevention Enforcement and Outreach to Employees and Employer Groups

<p>5-Year Strategic Goal 2</p>	<p>Promote workplace cultures that increase employee and employer awareness of, commitment to, and involvement in safety and health.</p>
<p>FY 2020 Performance Goal</p>	<p>To raise awareness of heat illness prevention among employees and employer groups in outdoor places of employment.</p>
<p>Strategy</p>	<p>Focus heat illness prevention efforts in the construction, agriculture and landscaping industries.</p> <p>Work collaboratively with agricultural, construction, landscaping, and other related stakeholders to increase awareness, knowledge and compliance with heat illness prevention through education, outreach, and enforcement inspections.</p> <p>Distribute heat illness prevention outreach material to employers and employees.</p>
<p>FY 2020 Performance Indicators</p>	<p><u>Activity Measures</u> Cal/OSHA will conduct 2,500 inspections of outdoor places of employment where heat hazards will be evaluated.</p> <p>Cal/OSHA staff will work with employers, labor groups, community and faith based organizations, and local governments to distribute information and answer questions regarding heat illness prevention. A minimum of 100 outreach events will be conducted where heat illness prevention will be discussed and emphasized.</p> <p>Cal/OSHA will distribute a minimum of 10,000 units of heat illness prevention outreach materials during inspections and outreach events.</p> <p><u>Outcome Measures</u> Abatement of non-contested heat hazards found in outdoor places of employment will be achieved in 95% of cases.</p> <p>The number of heat-related serious illnesses and fatalities occurring in outdoor places of employment, based on Cal/OSHA internal tracking, will be reduced from the baseline average level for calendar years 2011-2013.</p>
<p>Data Sources</p>	<p>All Enforcement activity data will be tracked by OIS. Total numbers of outreach events and outreach materials distributed will be internally tracked. Number of heat-related serious illnesses and fatalities will also be tracked internally.</p>
<p>Baseline</p>	<p>Prior FY measures for Enforcement activity. Average for the 2011-2013 calendar years for fatalities and serious heat illnesses.</p>
<p>Comment</p>	<p>California is the only state in the nation having a Heat Illness Prevention standard.</p>

GOAL 2.2

Educational Outreach to High-Risk, Vulnerable Employee Populations

<p>5-Year Strategic Goal 2</p>	<p>Promote workplace cultures that increase employer and employee awareness of, commitment to, and involvement in safety and health.</p>
<p>FY 2020 Performance Goal</p>	<p>Promote, involve and communicate with high-risk vulnerable worker organizations and workers to increase their knowledge about workplace safety and health.</p>
<p>Strategy</p>	<p>Non-English speaking workers traditionally work in high-risk industries such as agriculture, landscaping, tree trimming, construction, and manufacturing. In addition, non-English speaking employees are considered “high-risk” by virtue of the number of serious accidents and deaths they experience annually when compared to English speakers.</p> <p>To improve communication and education to high-risk, vulnerable employee populations regarding workplace safety and health, Cal/OSHA’s Outreach Coordination Program, which includes a Bilingual Outreach Team (BOT), will continue to coordinate, and provide training and outreach through employer and employee-group partners. Often, worker centers, community-based and faith-based organizations, advocacy groups, and consulates of Latin American countries organize these events. Services will be provided in English, Spanish, Mixteco, Zapoteco, Triqui, Hmong, Punjabi, Vietnamese, and Chinese (Cantonese and Mandarin).</p> <p>Cal/OSHA will partner with worker education programs at the University of California (Labor Occupational Health Program at UC Berkeley and Labor Occupational Safety and Health Program at UCLA) to provide outreach and training to high-risk workers and their organizations on both health and safety topics and on how to work effectively with Cal/OSHA.</p> <p>In addition, Cal/OSHA’s Publications Unit (funded by the 23(g) grant) will continue to develop, update, and translate publications and educational materials.</p>
<p>FY 2020 Performance Indicators</p>	<p><u>Activity Measures</u> Cal/OSHA Enforcement Branch staff and BOT staff will continue to distribute publications in English and other languages that detail the requirements of Cal/OSHA regulations including worker rights. Publication distribution will exceed 20,000 in total.</p> <p>Cal/OSHA staff will participate in 125 training and outreach events in FFY 2020 for high-risk, vulnerable workers organized by worker and community organizations, the UC programs, and consulates.</p> <p><u>Outcome Measures</u> After attending the training and outreach events, at least 1,200 participants will have gained increased knowledge of workplace safety and health hazards, workers’ rights and how to exercise those rights. An additional 25,000 workers will gain this knowledge through trainings conducted by event participants.</p> <p>The Safety and Health in Agricultural Field Operations publication will be translated into Spanish.</p>

Data Sources	<p>The number of publications distributed will be measured by (1) tracking downloads for each language from web hits, and (2) counting the total number of handouts provided to participants at training sessions and outreach events.</p> <p>The number of activities will be recorded on a log of completed events. The number of persons trained by training and outreach staff will be recorded on rosters maintained at each training session.</p> <p>A post-event survey completed by participants attending Cal/OSHA events will be used to estimate the number of persons who will be indirectly trained.</p>
Baseline	
Comment	It is reasonable to infer that additional employees in high-risk, vulnerable populations will receive workplace safety and health training and information that were not previously available.

GOAL 2.3

Partnership Programs

5-Year Strategic Goal 2	Promote workplace cultures that increase employer and employee awareness of, commitment to, and involvement in safety and health.
FY 2020 Performance Goal	To promote voluntary compliance by offering employers a variety of partnerships including recognition and exemption programs.
Strategy	Identify employers who have the potential to successfully participate in and/or renew their status in the California Voluntary Protection Program (Cal/VPP) and/or Cal/VPP for Construction.
FY 2020 Performance Indicators	<p><u>Activity Measures</u> The Cal/VPP and Cal/VPP Construction units will hold one workshop each to promote Cal/VPP and Cal/VPP Construction.</p> <p><u>Outcome Measures</u></p> <p><u>Cal/VPP:</u></p> <ul style="list-style-type: none"> 6 New establishments into the Division's leadership level for fixed site establishments 14 Cal/VPP renewals <p><u>Cal/VPP Construction:</u></p> <ul style="list-style-type: none"> 6 New establishments into the Division's leadership level partnership program for construction VPP worksites. 1 Renewal
Data Sources	All Consultation activity data will be tracked by OIS.
Baseline	Measure current year against previous year.
Comment	<p>It is reasonable to infer that participation in one of Consultation's partnership programs can provide the following benefits:</p> <ul style="list-style-type: none"> • Reduction in injuries and illnesses • Lower worker's compensation costs • Improvement in employee motivation • Higher quality and productivity • Community recognition as a leader • Statewide recognition from their industry and government as a quality employer • Increased job referrals and bid acceptance

GOAL 2.4

Alliances

5-Year Strategic Goal 2	Promote workplace cultures that increase employer and employee awareness of, commitment to, and involvement in safety and health.
FY 2020 Performance Goal	Join with groups committed to worker safety and health to leverage Cal/OSHA resources and expertise in reducing fatalities, illnesses and injuries in the workplace.
Strategy	<p>Identify potential participants in alliances: employers and trade associations; labor unions and other labor groups; professional associations; educational institutions; community- and faith-based organizations; consulates; local, state, and federal government agencies; and other organizations or institutions.</p> <p>Enter into alliance agreements with selected organizations.</p> <p>Implement project plans that capitalize on the opportunities provided by the alliances.</p>
FY 2020 Performance Indicators	<p><u>Activity Measures</u> Cal/OSHA will identify 10 potential participants that meet the requirements for alliances.</p> <p>Cal/OSHA will enter into a dialogue with 6 of the potential participants to explain the purposes, requirements and expectations of alliances, provide relevant information and explore a proposal that defines the projected participants and goals and objectives of the proposed alliance.</p> <p>Cal/OSHA will select 3 organizations with which to enter into alliance agreements.</p> <p><u>Outcome Measures</u> Cal/OSHA will sign 3 alliance agreements.</p> <p>Cal/OSHA and the alliance participants will develop written Work Plans describing the specific activities and products that the alliance will complete during the two-year alliance agreements.</p> <p>Cal/OSHA and the alliance participants will implement the actions agreed upon in the Work Plan.</p>
Data Sources	All alliance activities will be tracked internally by the Communications and Strategic Planning staff.
Baseline	Total number of alliance agreements in place at the end of 2019 FFY.
Comment	Alliance agreements are two-year commitments and can be renewed.

GOAL 2.5

Increase employers awareness of activities protected from retaliation or discrimination

5-Year Strategic Goal 2	Promote workplace cultures that increase employer and employee awareness of, commitment to, and involvement in safety and health.
FY 2019 Performance Goal	Revise and update flyer with information on employer responsibilities to provide a safe and healthy environment free from the fear of retaliation for reporting an unsafe work condition or reporting a workplace injury.
Strategy	<p>The Labor Commissioner offers a Labor Law presentation in conjunction with EDD targeting employers who wish to learn more about the laws we enforce. We would add to the presentation more information about protections for employees as well as employer responsibilities specific to unsafe or unhealthy work conditions.</p> <p>A new handout will be developed for distribution during these presentations as well as during inspections conducted by LETF and the Labor Commissioner's BOFE unit.</p> <p>Create a workplace flyer about this employee right and ask that employers voluntarily post it in their workplace.</p> <p>Create a provision in settlement agreements for OSHA RCI cases, where the employer voluntarily agrees to post the poster.</p>
FY 2019 Performance Indicators	<p><u>Activity Measures</u> Updated presentation about Labor Law to present protections for reporting unsafe work conditions or work related injuries and distribution of flyer in 10 presentations.</p> <p>An approved flyer for wide distribution to Cal/OSHA, LETF and BOFE deputies for distribution during inspections.</p> <p>Approval of language for settlement agreements confirming an employee's right to report unsafe work conditions or to report a workplace injury without fear of retaliation.</p> <p>Creation and approval of a poster for voluntary posting in the workplace confirming an employee's right to report unsafe work conditions or to report a workplace injury without fear of retaliation.</p> <p><u>Outcome Measures</u> 10 presentations to 200 employers on the protections for reporting unsafe working conditions with the distribution of flyers to those in attendance.</p> <p>Distribution of 100 flyers about protections for reporting workplace health and safety or injury concerns through on-site inspections.</p> <p>5 settlement agreements confirming an employee's right to report unsafe work conditions or to report a workplace injury without fear of retaliation.</p> <p>5 agreements to post a Notice in the workplace confirming an employee's right to report unsafe work conditions or to report a workplace injury without fear of retaliation.</p>
Data Sources	All activities will be tracked internally by the RCI unit.
Baseline	
Comment	This a new goal for DLSE.

Goal 3.1

Timeliness of Inspections Opening and Citations Issuance

<p>5-Year Strategic Goal 3</p>	<p>Maximize Cal/OSHA's effectiveness and enhance public confidence.</p>
<p>FY 2020 Performance Goal</p>	<p>To respond effectively to mandates so that workers are provided full protection under Cal/OSHA by timely response to imminent hazards, to formal complaints and to work related fatality reports, as well as by timely issuance of citations, so that hazards could be timely corrected.</p>
<p>Strategy</p>	<p>Respond timely to formal complaints.</p> <p>Reduce statewide imminent hazards and fatalities response time.</p> <p>Reduce the time from opening conference to issuance of a citation on a Statewide basis.</p> <p>Work cooperatively with employers during inspections to effect correction of the most significant hazards before the issuance of citations.</p>
<p>FY 2020 Performance Indicators</p>	<p>Activity Measures</p> <p>Cal/OSHA district offices will run on a weekly basis the "UPA Tracking" report to monitor the unsatisfied complaints, and will run monthly the "UPA One Liner Detail" report to track complaint response time.</p> <p>Cal/OSHA will use the SAMMs report to monitor, on a monthly basis, response times to imminent hazard complaints/referrals, as well as to fatality reports, and correct data entry errors that occur.</p> <p>Cal/OSHA district offices will run monthly the "Open Inspection" report and work with CSHOs to expedite citation issuance.</p> <p>All Cal/OSHA offices will monitor SAMMs and other management reports to track progress of citations lapse time.</p> <p>Outcome Measures</p> <p>Cal/OSHA will respond to formal serious complaints on average within 3 working days and to formal non-serious complaints on average within 14 calendar days of receipt of the complaint.</p> <p>Cal/OSHA will respond to 100% of imminent hazard complaints/referrals within one work day of receipt.</p> <p>Cal/OSHA will also respond to 100% work related fatality reports within one work day of receipt.</p> <p>Average number of days for citations issuance will decrease for both safety and health inspections.</p> <p>Percentage of serious violations abated during inspection will be at least 68%.</p>
<p>Data Sources</p>	<p>All Enforcement activity data will be tracked by OIS. Progress toward achieving the outcome measures will be tracked by SAMMS and customized OIS reports.</p>
<p>Baseline</p>	<p>Prior FFY measures for Enforcement activity.</p>
<p>Comment</p>	<p>AB 2774, which became effective on January 1, 2011, and which changed the definition of the serious violations in a manner expected to increase the number of serious citations issued, also introduced the mandate for Cal/OSHA to notify</p>

	employers in writing of its intent at least 15 days prior to issuance. This has had a significant impact on the case lapse time, increasing it accordingly.
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Goal 3.2

Training and Professional Development

5-Year Strategic Goal 3	Maximize Cal/OSHA's effectiveness and enhance public confidence.
FY 2020 Performance Goal	Improve the skills, capabilities and technical knowledge of Cal/OSHA workforce.
Strategy	Provide a training program that offers wide range of training opportunities and learning experiences to assist CSHOs with their professional development.
FY 2020 Performance Indicators	<p><u>Activity Measures</u> A professional development program for newly hired CSHOs will continue to be implemented.</p> <p>The developmental training program for each CSHO will be implemented during:</p> <ul style="list-style-type: none"> • The first year; • The first three years; <p>Individual development plans (IDPs) for CSHOs after the first three years will continue to be developed by managers and submitted to the Professional Development and Training Unit (PDTU).</p> <p>The development of all IDPs will be monitored and tracked by PDTU and management.</p> <p>At least two technical courses will be offered.</p> <p><u>Outcome Measures</u> 80% of the newly hired CSHOs will receive during their first year all the required training.</p> <p>80% of the newly hired CSHOs will receive during their first three years all the required training.</p> <p>80% of CSHOs with more than three years experience will attend at least four technical courses during their first five years.</p>
Data Sources	All training course attendance and IDP development will be internally tracked and monitored through the PDTU database.
Baseline Comment	Level of training of Cal/OSHA staff at the end of 2019 FFY for current CSHOs.

Goal 3.3

Communication with Stakeholders

<p align="center">5-Year Strategic Goal 3</p>	<p>Maximize Cal/OSHA's effectiveness and enhance public confidence.</p>
<p align="center">FY 2020 Performance Goal</p>	<p>Enhance communication with industry, labor, and professional safety and health organizations.</p>
<p align="center">Strategy</p>	<p>Reach out and engage a wide range of stakeholders in all pertinent aspects of Cal/OSHA's program.</p>
<p align="center">FY 2020 Performance Indicators</p>	<p><u>Activity Measures</u> Cal/OSHA will continue to hold the Cal/OSHA Advisory Committee meetings.</p> <p>Cal/OSHA will hold exploratory and pre-rulemaking open public advisory meetings on a variety of topics.</p> <p>Cal/OSHA will reach out to stakeholder groups for their feedback when developing fact sheets and other publications on various subjects.</p> <p>Cal/OSHA will respond to requests from stakeholders for Cal/OSHA senior staff and management to participate and present at various events.</p> <p><u>Outcome Measures</u> At least one Cal/OSHA Advisory Committee meeting will be held.</p> <p>At least five exploratory and pre-rulemaking open public advisory meetings on emerging topics will be held.</p> <p>All of the factsheets and publications developed by Cal/OSHA or under its direction will be subject to input from the interested stakeholders.</p> <p>Cal/OSHA senior staff and management will participate and present at ten events organized by stakeholder groups and organizations.</p>
<p align="center">Data Sources</p>	<p>All activities will be internally tracked.</p>
<p align="center">Baseline</p>	
<p align="center">Comment</p>	