



Occupational Safety  
and Health Administration

[www.osha.gov](http://www.osha.gov)

# OSHA Strategic Management Plan 2003-2008



"There can be no work more rewarding and no job more fulfilling than helping to protect the lives and well-being of the working men and women who keep our nation strong. We can make a difference and we will."

A handwritten signature in black ink, appearing to read 'J. Henshaw'.

John L. Henshaw,  
Assistant Secretary of Labor  
for Occupational Safety and Health

## Where do we go from here?

Since OSHA was created in 1971, the workplace fatality rate has declined 62 percent and occupational injury and illness rates have dropped 42 percent. According to the Bureau of Labor Statistics, injury and illness rates declined in 2001 for the ninth year in a row to an all-time low of 5.7 per 100 workers.

Despite these significant gains, every day 16 workers die on the job and more than 14,000 experience an injury or illness. That means we still have work to do.

## Setting New Goals

Faced with both new challenges and persistent safety and health issues, OSHA is committed to focusing its resources on achieving three overarching goals:

- 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.



## Building on Success

OSHA's mission is to reduce workplace deaths, injuries and illnesses. For the past five years, the agency has used a strategic management plan to guide its efforts. OSHA has succeeded in reaching or exceeding most of our goals, including reduced injury and illness rates through a range of programs, tools and services.

But the agency still has more work to do. Decreasing construction fatalities and reducing exposure to silica are two areas being carried over from the past plan into the new one.

## Focusing on the Future

OSHA's new five-year Strategic Management Plan sets goals and strategies to build on our base of success and enhance our work for the future. The agency's vision is that "Every employer and employee in the nation recognizes that safety and health adds value to the American businesses, workplaces and workers' lives."

OSHA's plan supports the Department of Labor's goal to foster quality workplaces that are safe, healthy and fair.

## Meeting 21st Century Challenges

OSHA covers more than 114 million workers at 7 million worksites, twice the number under the agency's jurisdiction when it began operations in 1971. These workplaces and the working population are becoming increasingly diverse. New safety and health issues continually emerge. Workplace violence and work-related motor vehicle accidents now account for more than 40 percent of workplace fatalities. OSHA also must be ready to assist with emergency preparedness and national security concerns.

## Selecting Strategies for Success

OSHA programs have served America's employers well. The agency will continue to rely on strategies that work such as:

- Enforcement;
- Standards and guidance;
- On-site consultation;
- Compliance assistance;
- Outreach, training and education; and
- Cooperative programs.

## Getting Results

Over the next five years, OSHA is committed to:

- Reducing the rate of workplace fatalities by at least 15 percent; and
- Reducing the rate of workplace injuries and illnesses by at least 20 percent.

To achieve these goals, OSHA is focusing on specific, incremental improvements each year. For 2003 – 2004, the targets are a 3 percent drop in construction fatalities and a 1 percent drop in general industry fatalities. With respect to injuries and illnesses, the agency is seeking a 4 percent drop in construction, general industry and the following industries with high hazard rates:

- Landscaping/horticultural services;
- Oil and gas field services;
- Fruit and vegetable processing;
- Concrete gypsum and plaster products;
- Blast furnace and basic steel products;
- Ship and boat building and repair; and
- Public warehousing and storage.

OSHA is also focusing on reducing amputations in manufacturing and construction by 3 percent, ergonomics-related injuries by 4 percent, blood lead levels by 7 percent and silica-related disease significantly.

## Meeting the Measures

OSHA will meet these goals by:

- Utilizing all of the talents, skills, diversity and innovation available within the agency;
- Continuing its commitment to partnership with employers, employees and others;
- Expanding and increasing opportunities for cooperation and collaboration; and
- Using fair, firm, effective enforcement when necessary.

## Moving Forward

OSHA moves forward with a deep sense of purpose and with the talents and skills to get the job done. There may never be zero fatalities or zero injuries in the workplace, but OSHA must keep trying to move toward this goal. As the numbers move closer to zero, the agency will better fulfill its mission of saving lives, preventing injuries and illnesses and protecting the safety and health of America's workforce.