



THE SECRETARY OF THE INTERIOR

WASHINGTON

OCT 26 1994

Memorandum

To: All DOI Employees  
From: Secretary *Frank B. Rowland*  
Subject: Occupational Safety and Health

Safety and health must be an essential part of our duties. The personal impacts on those involved in job-related accidents are devastating, and the resulting losses to the Department critically affect our ability to perform our assigned missions.

In a cooperative effort of Department and Bureau representatives, an Occupational Safety and Health Strategic Plan has been developed and endorsed by all Bureau Directors and other key personnel. The Plan seeks to create a safety and health culture in the Department leading toward a goal of zero loss of human and material resources. To achieve this goal, the Plan has identified five major efforts that must take place:

- . Create a safety and health culture inclusive of all employees and activities.  
Improve our ability to identify and abate unsafe practices and conditions.
- . Implement effective safety and health resourcing strategies.
- . Facilitate accountability and program improvement through evaluation and monitoring.
- . Increase organizational safety and health awareness and program communication.

This Plan provides an excellent partnership opportunity for managers and employees to take cooperative actions to create a safer workplace for all. With its successful implementation, we will be able to reduce the number of Interior employees injured on the job. Such injuries totalled over 6,200 during FY 93 alone. I strongly endorse this Strategic Plan and the efforts needed to achieve its goal. Your input and involvement in making this Plan a success is vital, and I urge you to work with me to achieve its goal.

U.S. DEPARTMENT OF THE **INTERIOR**

OCCUPATIONAL SAFETY AND **HEALTH** .  
STRATEGIC **PLAN**





THE SECRETARY OF THE INTERIOR

WASHINGTON

This Occupational Safety and Health Strategic Plan establishes a clear direction for the Department of the Interior to provide safe and healthy work environments for its employees and others on Interior-managed facilities and lands. Through this Plan, we commit ourselves to establishing safety and health as a priority in our work, and we strive to protect our resources from accidental injury and damage.

A handwritten signature in black ink, which appears to read "Bruce Babbitt". The signature is stylized and cursive.

Bruce Babbitt

**U.S. Department of the Interior  
Occupational Safety and Health Strategic Plan**

**Goal**

ESTABLISH A SAFE AND HEALTHFUL ENVIRONMENT WITHIN THE DEPARTMENT OF THE INTERIOR BY BUILDING A SAFETY AND HEALTH CULTURE WHICH WILL MOVE THE DEPARTMENT TOWARD THE GOAL OF ZERO LOSS TO HUMAN AND MATERIAL RESOURCES.

THE COMPLEMENTARY STRATEGY  
**AND**  
THE JOINT COMMITMENT TO ACT

In order to reach this goal, the Department of the Interior and its individual bureaus and offices must pursue complementary strategies within the current and proposed statutory framework. The Interior mission of stewardship of the nation's resources encompasses a need for effective safety and health strategies for our employees and the public. Development of quality safety and health programs will enable the Department to efficiently accomplish its organizational missions.

To achieve this goal over the next three to five years the following efforts are needed:

- Create a safety and health culture inclusive of all employees and activities.
- Improve our ability to identify and abate unsafe practices and conditions.
- Implement effective safety and health resourcing strategies.
- . Facilitate accountability and program improvement through evaluation and monitoring.
- Increase organizational safety and health awareness and program communication.

## **Create A Safety And Health Culture Inciusive Of All Employees And Activities**

In general the strategy is:

- a. to define the mission of safety and health for the Department and for each bureau, then develop objectives to accomplish these missions.
- b. to identify the obstacles in achieving mission objectives, develop plans for overcoming those obstacles, and implement the plans.
- c. to establish a system of delegations. empowerment accountability, and rewards for employees at ail organizational levels to achieve mission objectives.
- d. to increase the frequency and quality of executive management involvement in safety and health issues.
- e. to include key occupational safety and health issues in regular Secretarial staff meetings.

**Result Safety** and health matters are regarded as integral components of every function and task in the Department. Managers. supervisors and employees recognize their appropriate responsibilities for the Departmental Occupational Safety and Health Program.

Specific Outcomes:

- a. The Department and each bureau are able to focus energies and resources where they are most effective; safety and health initiatives address areas of greatest loss and largest potential return.
- b. Programs and special initiatives are quantitatively tracked and evaluated for effectiveness. Adjustments are made until objectives are achieved.
- c. A performance management system motivates and recognizes quality safety and health performance. while ensuring that performance problems resulting in ineffective safety and health programs are recognized and addressed.
- d. Safety and health is integrated into all planning, design and management processes. Failure to achieve mission safety and health objectives is viewed as a failure of the management system and corrective actions are taken without delay to correct these problems,
- e. Managers recognize the important link between effective safety and health efforts and overall program efficiency/effectiveness.

f. Employees perceive that their supervisors deal appropriately with safety and health issues, and that the organization supports those efforts.

## **Improve Our Ability To Identify And Abate Unsafe Practices And Conditions**

In general the strategy is:

- a. to place primary emphasis on prevention of unsafe acts, focusing on practices and performance.
- b. to improve processes for gathering, analyzing and communicating accident and injury information.
- c. to improve communications with the public regarding hazardous conditions and risks associated with the Department's public facilities and lands, and to promote safe recreation practices in their use.
- d. to identify opportunities for sharing safety and health resources among bureaus.
- e. to increase the level of safety and health expertise through ongoing professional development and through selection of highly qualified individuals as safety and health professionals.

**Result** Unsafe practices and conditions are identified and abated in a timely and efficient manner.

Specific Outcomes:

- a. All employees are trained in hazard recognition and abatement techniques.
- b. Loss experience data is readily available through the Department's Safety Management Information System (SMIS) and other sources. is statistically valid and relevant to the organizations' needs. and is useful to management in focusing on significant sources of loss.
- c. The need for highly qualified safety and health professionals is recognized and selections for safety and health positions are made accordingly.
- d. Safety and health training and professional development programs at both Department and bureau levels receive increased visibility and management support.



## **Implement Effective Safety And Health Resourcing Strategies**

In general the strategy is:

- - a. to review how safety and health budget priorities are currently provided for in **programmatic budgets**.
  - b. to work with Executive-level and field-level teams to identify shared resource opportunities.

Result Necessary safety and health issues receive adequate support through appropriations and shared resources,

Specific Outcomes:

- a. Funding for safety and health priorities is effectively addressed through the budget process.
- b. Safety and health considerations are incorporated into individual program operating budgets.
- c. The concept of effective use of shared resources is accepted throughout the organization. A Department-level “clearing house” exists to facilitate and promote use of shared resources.

## **Facilitate Accountability And Program Improvement Through Evaluation And Monitoring**

In general the strategy is

- a. to incorporate organization and manager/superior safety and health performance into all mission planning, review, evaluation and recognition processes.
- b. to increase the frequency and quality of organizational leadership involvement in safety and health issues.
- c. to institute a best practices initiative focusing on the Department's highest accident/injury categories.
- d. to reinforce the Department's commitment to safety and health improvement through inclusion of key safety and health issues in regular Secretarial staff meetings.
- e. to implement a safety and health achievement recognition program that is an effective tool to overall safety and health program improvement.

**Result Managers.** supervisors and employees are accountable for safety and health.

Specific Outcomes:

- a. The performance management system is motivating, and recognizes quality safety and health performance.
- b. Managers and employees recognize their roles in a successful safety and health program.
- c. The safety and health program is seen as an integral part of the organization activity, contributing to successful mission accomplishment.
- d. Management is aware and informed of the true cost of accidents and the benefits of an aggressive safety and health culture.
- e. Program improvement **will** be reflected in decreasing accident rates and reduced losses.

## **Increase Organizational Safety And Health Awareness And Program Communication**

In general the strategy is:

- a. to seek innovative and cost effective methods for use of automation to inform employees, managers, and the public of safety and health issues and costs.
- b. to assure effective communication to diverse publics on safety and health topics.
- c. to increase the variety of training related to changing missions and employee concerns.
- d. to develop program objectives and strategies. involving all customers of the safety and health program.

**Result** Safety and health awareness has been achieved at all levels of the organization using effective communication, training and automation techniques.

Specific Outcomes:

- a. Teleconferencing, video conferencing, electronic mail and other networking techniques are utilized to an optimum level.
- b. Communications to the public on safety and health topics clearly reflect consideration of diversity and program accessibility needs.
- c. Training programs continually emphasize employee safety and health awareness and encompass changing missions and employee concerns.
- d. Employees and supervisors at the operating level receive timely safety and health communications, provide input into program objectives, and perceive an increased organizational emphasis on workplace safety and health.

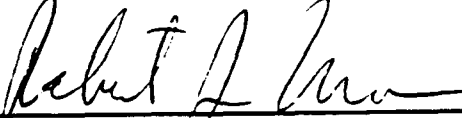
The undersigned endorse the U.S. Department of the Interior  
Occupational Safety and Health Strategic Plan :

  
Mike Dombeck  
Acting Director  
Bureau of Land Management


8/9/94  
Date

  
Tom Fry  
Director  
Minerals Management Service


8/25/94  
Date

  
Robert J. Uram  
Director  
Surface Mining Reclamation  
and Enforcement

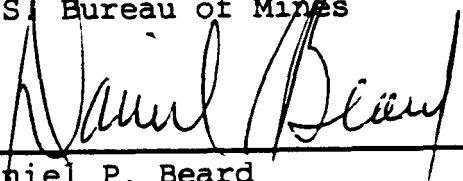
7/20/94  
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Gordon P. Eaton  
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Hermann Enzer  
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Commissioner  
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Mollie Beattie  
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U.S. Fish and Wildlife Service


8/25/94  
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Roger G. Kennedy  
Director  
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Date



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Ada E. Deer  
Assistant Secretary  
Indian Affairs  
Bureau of Indian Affairs

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Michael A. Martin  
Acting Director  
Office of Aircraft Services

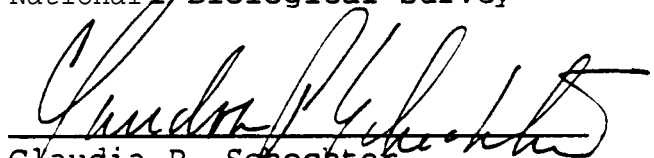
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H. Ronald Pulliam  
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Claudia P. Schechter  
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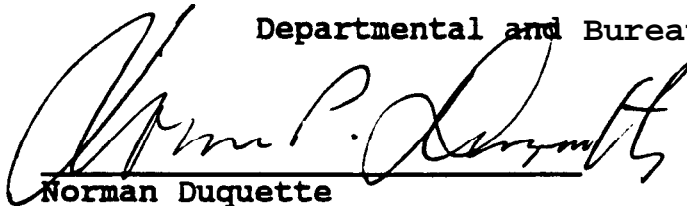
James C. Leupold  
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Departmental and Bureau Safety Managers



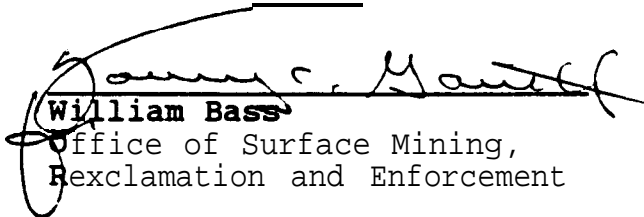
Norman Duquette  
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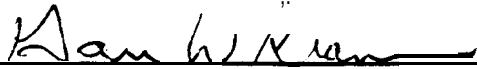
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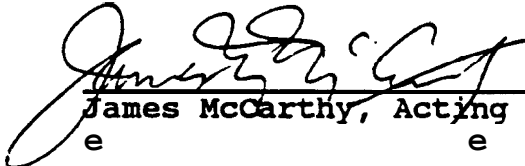
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*8/19/94*

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