


State of California, Department of Industrial Relations  
**Division of Occupational Safety and Health**  
**Memorandum**

**To:** DOSH Regional Managers for Regions 1, 2, 3, 4, and 6      **Date:** July 2, 2014  
**From:** Juliann Sum, Acting Chief  
Cal/OSHA   
**CC:** Christine Baker, William Estakhri, Aston Ling, Cora Gherga, Amy Martin  
**Subject:** Increasing the effectiveness of Cal/OSHA enforcement

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Good news: The California Budget for 2014-15, which includes additional resources for DOSH, has been approved by the Legislature and signed by the Governor. In the meantime, we have been working with Director Christine Baker and DIR staff to prepare proposals for additional resources for 2015-16. To justify the additional resources, however, we must show that we are making the best use of existing resources.

Data show that productivity in DOSH enforcement has decreased dramatically over the past two decades. We must begin now to take steps to increase productivity. I am therefore asking each of you to meet with your district managers to discuss how they can work with their CSHOs to make improvements in the following areas:

1. Reduce complaint response times
2. Increase numbers of inspections
3. Identify greater numbers of hazards during inspections, particularly serious hazards
4. Conduct inspections that are complete and thorough
5. Collect higher quality evidence to support the citations that are issued
6. Reduce inspection closing times
7. Increase numbers of follow-up inspections

To support your district managers in this new effort, we are taking steps to ensure that important information relayed from DOSH headquarters to the field is clear, consistent, provided in writing, and posted on a shared drive. We are also moving forward with updating and redesigning our Policy & Procedures Manual. In addition, we are planning a day of special training later in the year, tailored to the needs of district managers.

Please send to William Estakhri, Aston Ling, and me by July 22, 2014, a summary of your plan to increase productivity in your region, including a brief description of how your district managers are working with their CSHOs to make necessary changes. We will reconvene to evaluate our progress over time and share successful strategies. Feel free to contact me any time if you have questions or would like to discuss particular ideas for increasing our effectiveness and productivity.