



For Immediate Release  
Office of the Press Secretary  
January 9, 2004

## **Memorandum for the Heads of Executive Departments and Agencies**

**SUBJECT:** The Safety, Health, and Return-to-Employment (SHARE) Initiative

The cost of Federal workplace injuries, when measured by workers' compensation losses, is more than \$2 billion and 2 million lost production days annually. In fiscal year 2003, the Federal workforce of almost 2.7 million filed more than 168,000 injury claims. Behind these numbers lie pain and suffering by workers and their families. Clearly, Government agencies should strive to do more to improve workplace safety and health and reduce the costs of injury to workers and taxpayers. Many workplace injuries are preventable.

Therefore, I am establishing SHARE: Safety, Health, and Return-to-Employment Initiative, a safe workplace initiative for fiscal years 2004-2006. The initiative's four goals cover the most important elements of a strong safety and health management program: lower workplace injury and illness case rates, lower lost-time injury and illness case rates, timely reporting of injuries and illnesses, and fewer lost days resulting from work injuries and illnesses. The Secretary of Labor will lead the SHARE Initiative and will measure the performance of each department and agency against the goals. I direct all executive branch departments and agencies to participate in SHARE for this 3-year period.

Each department and agency will collaborate with the Department of Labor to establish challenging annual goals based on its current performance in the four areas. The Department of Labor will measure and track agency performance, and will report to me annually on each agency's progress towards meeting its goals. The Department of Labor's Occupational Safety and Health Administration and Office of Workers' Compensation Programs will also work with Federal departments and agencies to develop new workplace strategies to improve safety and health at high injury rate sites, assist them in improving the timeliness of reporting claims through electronic and other means, and guide them in providing suitable work and tools for injured and disabled employees.

Federal supervisors and managers must focus management tools and resources on eliminating unsafe and unhealthy working conditions. Federal employees should be encouraged to perform their jobs safely, effectively, and alertly to remain injury-free. Dedication to ensuring our Government workforce family is safe and healthy preserves the resources of Government and helps promote the delivery of Government services to the American people.

GEORGE W. BUSH

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SECRETARY OF LABOR  
WASHINGTON

JAN 15 2004

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND  
AGENCIES

FROM: ELAINE L. CHAO



SUBJECT: Safety, Health and Return-to-Employment (SHARE) Initiative

To demonstrate his Administration's commitment to worker safety and health, and to reduce the personal and financial cost of accidents in our Federal workplaces, the President has directed the Department of Labor to lead a major new initiative, SHARE, to promote Safety, Health and Return-to-Employment of Federal workers injured on the job.

SHARE is a new, more forward-looking initiative to replace "Federal Worker 2000," an initiative which began in 1999. The critical target areas of SHARE are similar to the goals of Federal Worker 2000. SHARE builds on the successes of the old, and reinforces this Administration's interest in safe and healthful workplaces and costs savings to taxpayers.

The cost of federal workplace injuries, when measured by workers' compensation losses, exceeds two billion dollars annually. In Fiscal Year 2003, the nearly 2.7 million federal employees filed more than 168,000 new workers' compensation claims, which resulted in over two million days lost from work. Even these striking numbers do not include the pain and inconvenience suffered by injured workers, and in many cases, the profound disruption of their lives. Nor do they count the losses in productivity, diminished responsiveness, and quality of service to the taxpayer because of diverted resources and lost workdays.

The President has directed all Executive Branch departments and agencies to participate in SHARE for three years, beginning with FY 2004. The Department will measure and report agencies' progress in four critical areas against their performance in the baseline year FY 2003, and will assist agencies in meeting their annual goals in each area.

The President asks that we set goals in the following areas:

- % Reduction in total case rates for injuries and illnesses
- % Reduction in case rates for lost time injuries and illnesses
- % Improvement of the timeliness of filing notices of injury and illness
- % Reduction in the rates of lost production days due to injuries and illnesses.

We believe that it is reasonable for the government as a whole to accomplish at least the following: reduce total injury case rates and lost time case rates by 3% each per year; increase the timely filing of claims by 5% per year; and reduce the rate of lost production days due to injury by 1% each year.

We know that some agencies have set more challenging goals for themselves, and indeed, many agencies can make greater strides in accomplishing these objectives. To accommodate these variations, the President has asked that each agency work with the Department of Labor to set for itself challenging annual targets for the three years of the initiative. By January 30, 2004, each agency should notify John L. Henshaw, Assistant Secretary of Labor for Occupational Safety and Health (202-693-2000) of its annual targets for the three years of the initiative in each of the four measures. Department of Labor staff in our Occupational Safety and Health Administration and Office of Workers' Compensation Programs will provide baseline performance data, assist in goal-setting, and work with you and your staffs during the year as you evaluate your status, adopt strategies to meet your targets, and check your progress.

As Federal agencies organize and function to ensure our security at home and abroad, we must maintain our focus on improving worker safety and health, reducing the costs of workplace injuries and illnesses and enhancing workforce productivity. As the President stated, many if not all, workplace injuries and illnesses can be avoided.

We at the Department are inspired and energized by the President's commitment to improve workplace safety and health beginning with our own establishments. I am completely committed to improving the Federal workplace by achieving the goals of SHARE, and I look forward to working with each of you to achieve these critical results.



THE SECRETARY OF TRANSPORTATION  
WASHINGTON, D.C. 20590

April 12, 2004

MEMORANDUM TO: Secretarial Offices  
Heads of Operating Administrations  
Bureau of Transportation Statistics Director

FROM: Norman Y. Mineta *nym*

SUBJECT: Safety, Health and Return-to-Employment (SHARE) Initiative

In a January 9 memorandum, President Bush established a new workplace safety and health initiative called Safety, Health and Return-to-Employment (SHARE). The memorandum identifies four main goals for fiscal years (FY) 2004-2006, directs executive branch departments and agencies to participate in the initiative, and directs the Secretary of Labor to lead the initiative for the Federal Government and provide annual progress reports to the President.

Workers' compensation losses throughout the Federal Government are more than \$2 billion and 2 million lost production days annually. In FY 2003, the U.S. Department of Transportation (DOT) reported 1,905 workplace injuries, \$94 million in workers' compensation costs, and Departmental costs of \$3 million dollars for continuation-of-pay. This initiative will also improve productivity, responsiveness, and quality of service to the taxpayers.

The Department has established the following annual goals which were identified by the Department of Labor (DOL) as reasonable targets for the Government as a whole to accomplish:

- 3% per year reduction in total case rates for injuries and illnesses per year;
- 3% reduction in case rates for lost time injuries and illnesses per year;
- 5% improvement of the timeliness of filing notices of injury and illness per year; and
- 1% reduction in the rates of lost production days due to injuries and illnesses per year.

Progress in each of the goal areas will be measured against our FY 2003 baseline year.

In support of SHARE, the Heads of Operating Administrations and other elements shall be responsible for:

- adopting and achieving the Departmental goals as indicated above; and
- reporting annually on the progress made in achieving the goals

The Department's Designated Agency Safety and Health Official (DASHO) will lead the initiative and monitor DOT's performance. The DASHO will report the Department's progress to DOL for the annual report to the President.

I share the President's commitment to improve workplace safety and health and to reduce the costs of injuries to workers and taxpayers. We can do more to eliminate unsafe working conditions and encourage employees to perform their jobs safely and effectively to remain injury free. I encourage you to give this important safety initiative your full support and attention.

For more information on this initiative please have your safety or workers compensation representative contact Mr. Richard L. Holdcraft, Departmental Occupational Safety and Health Manager, at (202) 366-5995; or Stephen Gomez, Departmental Program Manager for Workers' Compensation Programs, at (202) 366-9455.

Attachments