



**MASSACHUSETTS COALITION FOR
OCCUPATIONAL SAFETY AND HEALTH**

MassCOSH

Standing together for safe
and healthy work



STRATEGIC PLAN 2013 - 2015

1532B Dorchester Ave, Dorchester, MA 02122
617-825-SAFE/7233
www.masscosh.org

THIS PLAN IS THE CULMINATION OF A YEAR-LONG PROCESS,

reflecting the insights of a broad range of individuals. With the help of Diane Gordon, we benefited from an inclusive and energizing strategic planning process that involved: personal interviews with 26 stakeholders; more than 20 hours of retreats with board, staff and volunteers; six task forces working on different aspects of the plan; and approval of the final plan by the board and staff.

Thanks to all who gave their time and effort, and to Hyams Foundation for a planning grant:

Interview participants

Councilman Felix G. Arroyo, Cynthia Bargar, Carol Bates, Diane Bell, Steven Bergel, Dick Clapp, Tish Davis, Steve Gauthier, Tonia Greene, Philip Katz, Marthe Kent, Darlene Lombos, Lydia Lowe, Yveth Martinez, Ana Montesinos, David Moy, Elise Pechter, Susan Shepherd, Amy Shorey, Craig Slatin, Tom Smith, Stacie Sobosik, Tim Sullivan, Jamie Tessler, Samara Walker, Rep. Martin Walsh, Kim Wilson

Stakeholder participants

Joaquin Aguirre, Edgar Alvarez, Steve Bergel, Brendan Carney, Tod Coughlin, Ted Comick, Paul Dullea, Tomas Garcia, Sarah Gibson Judson Pierce, Mike Sireci, Guadalupe Gonzalez, Joaquin Gonzalez, Phil Katz, Laurita Kaigler-Crawle, Katie King, Ben Kuss, Josefina Luna, Digna Martinez, Dick Monks, Ana Montesinos, Jose Pineda, Diana Sanchez, Luis Serrano, Donna Shaw, Khalida Smalls, Teens Lead @ Work peer leaders and alumni

MassCOSH's work is made possible with support from our members and from:

Americorps MA Promise Fellowship
Barr Foundation
Boston Bar Foundation
Boston Women's Fund
Boston Youth Fund
Clipper Ship Foundation
Clowes Fund
Community Works
Discount Foundation
John Hancock MLK Scholars
Herman and Frieda Miller Foundation
Hyams Foundation
MA Department of Industrial Accidents
MA Dept of Public Health
State Street Foundation
The New England Consortium
Unitarian Universalist Foundation
US Env't. Protection Agency

WE ARE EXPERIENCING AN ECONOMIC CRISIS. MORE OF US ARE IN TEMPORARY AND PART-TIME JOBS, UNABLE TO MAKE ENDS MEET, LABORING IN DANGEROUS WORKPLACES, AND SUFFERING EXPLOITATION BY EMPLOYERS. NOW MORE THAN EVER WE MUST COME TOGETHER WITH UNIONS, COMMUNITY GROUPS, AND LEGAL AND HEALTH PROFESSIONALS TO ORGANIZE FOR SAFETY, SECURITY, AND HEALTH. IN THIS FIGHT FOR JUSTICE, THOSE OF US WHO ARE MOST VULNERABLE—IMMIGRANTS, YOUTH, AND LOW WAGE EARNERS—ARE LEADERS WITH VOICES THAT MUST BE HEARD. THIS 2013-15 STRATEGIC PLAN WILL GUIDE OUR PROGRESS.

MASSCOSH CELEBRATES THE ACHIEVEMENTS OF ITS PAST STRATEGIC PLAN:

- Passage of a groundbreaking law to halt temporary worker exploitation
- Ban on a deadly floor finishing chemical
- Executive Order issued establishing health and safety committees in all state agencies
- Landmark environmental health improvements in Boston Public Schools, earning prestigious recognition from the EPA
- A new three-day leadership academy for youth, engaging teens across the state in promoting job safety
- Creation of the first teen-written sexual harassment curriculum

MASSCOSH'S NEW STRATEGIC PLAN LEADS A FUTURE WHEN:

- Temp industry abuse will be thwarted
- Immigrant worker “promotoras” will educate and guide peers who take action to achieve safe, decent conditions
- Teens will work in jobs free from sexual harassment and other dangers
- Students, teachers, and custodians will breathe easier in healthy schools
- Public employees will gain critical protections
- Grieving family members will afford to bury those who have died on the job

OUR VISION AND APPROACH

MassCOSH strives to ensure that all workers earn their living and return home alive and well. MassCOSH unites workers, unions and community groups with environmental and health activists, to end dangerous work conditions, to organize for safe, secure jobs, and to advocate for healthy communities.

Only through collective power will workers improve workplace conditions and influence the policies that govern these conditions. We believe that those directly impacted by unsafe conditions must provide the leadership for change. We build solidarity by bringing together workers and their allies across race, class, age, disability, sexual orientation, language, and ethnicity.

OUR PRIORITIES, THE PEOPLE WE WORK WITH

We engage workers who are under-represented and often in harm's way:

- Immigrants
- Youth
- Low-wage earners
- Workers of color
- Emergency response and hazardous waste workers
- Families of fallen workers

We work with allies who are at the heart of our mission:

- Unions and labor organizations
- Occupational health professionals
- Lawyers
- Community and faith groups
- Students and staff in public schools

“WHILE NOTHING I DO
CAN BRING BACK MY
DAD, I BELIEVE I CAN
MAKE A DIFFERENCE SO
THAT ANOTHER FAMILY
WILL NEVER HAVE TO
GO THROUGH WHAT MY
FAMILY HAS HAD TO GO
THROUGH.”

—Melissa King, family
leader and MassCOSH
Board Member

OUR IMPACT

Over the next three years, we will effect change in three key areas:

Develop Leaders of Change

- Adult and teen workers lead efforts to achieve workplace and policy improvements
- Marginalized workers have a voice and are heard at their workplaces, in coalitions, and in policy arenas

Change Work Conditions

- Workplaces are free from toxic exposures, excessive workload, and sexual and other forms of harassment
- Workplaces support worker rights, unions, and permanent watchdog organizations

Pass Policies that Protect Workers

- Workers, unions, and community groups advocate in solidarity for effective policy change
- Public officials understand and support workers' rights
- Laws uphold worker rights, safety, and health

Cross-issue Platforms

MassCOSH will also achieve positive change through two cross-issue platforms:

- Action without Retaliation
- Access to quality jobs

INTERNAL ORGANIZATIONAL OBJECTIVES

We will also pursue internal organizational goals to strengthen our operations and our long-term sustainability.





Our Vision and Approach

WE LIVE IN TIMES OF DESPERATION WHERE THE THREATS OF LONG-TERM UNEMPLOYMENT AND FINANCIAL CRISIS FORCE WORKERS TO ACCEPT THE UNACCEPTABLE: UNFAIR WAGES, EXCESSIVE WORKLOADS, DANGEROUS WORK CONDITIONS, AND HARASSMENT. OUR MOST VULNERABLE WORKERS INCREASINGLY SUFFER FROM STOLEN WAGES, HEALTH AND SAFETY VIOLATIONS, PHYSICAL ABUSE AND SOMETIMES DEATH ON THE JOB.

Yet there is cause for hope. Momentum is building for people to unite across the issues that traditionally divide—immigrant and US-born; unionized and non-unionized; youth and adult; labor and environment. With strong and trusted relationships in all of these communities and a vision for collective change, MassCOSH is poised to facilitate these new alliances and pursue justice for all workers.

We believe that workers must lead the movement for workers' rights; real change is only possible when those impacted, those who understand and experience problems first hand, create new solutions. MassCOSH uses participatory action research to empower ordinary people to act as researchers to explore questions in their daily lives, recognize their own resources, produce knowledge, and ultimately take action to overcome inequities through community organizing and public policy development. We also build the capacity of future leaders through training, peer learning, and networking.

Our philosophy is summarized in our mission, "MassCOSH unites workers, unions, community groups, and environmental and health activists to end unsafe work conditions, to organize for safe, secure jobs, and to advocate for healthy communities."

Our Priorities, the People We Work With

MASSCOSH ACHIEVES CHANGE BY WORKING WITH OUR MOST VULNERABLE WORKERS AND ALLIES WHO CONTRIBUTE TO WORKER JUSTICE. IN THE NEXT THREE YEARS MASSCOSH WILL PRIORITIZE THE FOLLOWING EFFORTS:

BUILDING POWER FOR IMMIGRANT WORKERS

Immigrants suffer disproportionately high rates of work-related injuries and fatalities. Employers unlawfully use immigration status and language barriers to threaten and intimidate immigrant workers, limiting their ability to demand better conditions. MassCOSH's Immigrants' Worker Center is a safe place for immigrants to speak up about workplace abuse and join with a powerful network of workers demanding safe, healthy working conditions.

Immigrant workers lead the Center, contributing to its governance, member recruitment, training services, community organizing and public policy campaigns. Campaigns organize workers to fight for unionization, improved health and safety conditions, restoration of wages, and an end to discrimination and abuse. Many allies bolster these efforts, including unions, community and faith groups, health and safety professionals, attorneys, and students. MassCOSH also contributes to a vibrant network of worker centers through its leadership role in the Immigrant Worker Center Collaborative.

FOSTERING YOUTH LEADERS

Teen workers have nearly twice the risk of on-the-job injury per hour worked than older workers. Teens are also at increased risk of sexual violence, but few know how to respond when they experience sexual harassment or assault. In response, MassCOSH's Teens Lead @ Work (TL@W) helps youth to become leaders with skills, resources, and strong voices to advocate for respect and justice on the job. Youth leaders forge alliances with unions and community organizations and provide a wide range of educational programs—in unions, schools, and communities—to expand protections for young workers. TL@W is led by teens from Boston but expands its reach through a three-day, statewide leadership academy.

CREATING HEALTHY SCHOOL COMMUNITIES

The economic crisis has impacted schools and the people who occupy them: school staff and children are working and learning in schools with fewer custodians, and severe budget cuts have hindered maintenance and capital repairs. This crisis contributes to an increase in asthma and other health conditions, which disproportionately harms low income, urban communities. Furthermore, we lack adequate resources and enforcement to abate and monitor toxic hazards such as asbestos, PCB's or toxics for schools built on landfills or near industrial pollutants. Through advocacy, education, and technical assistance, MassCOSH's Healthy Schools Initiative engages parents, students, school staff, unions, and environmental health allies to assess building conditions and take environmental health action at individual schools and districts. Through state and national coalitions, MassCOSH and its partners advocate for resources, policies, and standards to support green and healthy schools for all schools.

STRENGTHENING UNIONS

Unions are essential for giving workers a voice on the job and raising the floor for all workers. Through the Union Education and Organizing Initiative, MassCOSH provides organizing support, training, and technical assistance to help unions achieve tangible improvements in working conditions for their members. MassCOSH also serves as a bridge, bringing unions together with immigrants, low-wage workers, and youth to fight for workplace safety and health and effective labor regulation.

SUPPORTING THE FAMILIES OF FALLEN WORKERS

Families who have lost loved ones due to workplace tragedies know why safe, healthy workplaces can make a critical difference. In experiencing such loss, families of fallen workers often need emotional support, links to resources, and help navigating workers' compensation and OSHA investigations. MassCOSH supports grieving families in their time of need. Over time, many families continue working with MassCOSH as advocates, taking action to ensure that other workplace deaths are prevented.

TRAINING EMERGENCY RESPONDERS AND HAZARDOUS WASTE WORKERS

Hazardous waste workers and emergency response personnel are exposed to a multitude of health and safety concerns every day in their work to protect the public and our environment. MassCOSH partners with The New England Consortium (TNEC) to provide dynamic, hands-on health and safety training to help workers clean up hazardous sites and work safely in a variety of emergency circumstances. Through simulated work tasks and mock incidents, workers gain a better understanding of workplace hazards and proper response in emergency situations, strengthening their capacity to promote safe conditions for workers engaged in some of the most dangerous jobs.

"I HAD NO IDEA THAT THE ENVIRONMENT AT THE CENTER WAS MAKING ME SO SICK. I'D HAVE A HARD TIME BREATHING WHEN I ENTER THE CLASSROOM IN THE MORNING AFTER THE CENTER HAS BEEN CLEANED. I HAVE ASTHMA. IF THE FUMES BOTHER ME, I THINK IT IS A BIG CONCERN FOR THE CHILDREN WITH ASTHMA."

—Pre-school teacher
at a MassCOSH
orientation



PROMOTING COLLABORATIONS TO ACHIEVE SUCCESS

MassCOSH serves as a bridge between diverse constituencies and movements—youth and adult, immigrant and American-born, environment and labor—forging innovative and effective coalitions. MassCOSH draws in the expertise and resources of the legal, occupational health and academic communities to dramatically enhance our impact on workplace and public policy efforts.

“A LOT OF TEENS DON’T KNOW THEIR RIGHTS ON THE JOB AND FEEL PRESSURED TO DO THINGS THAT GET THEM HURT AND KILLED. I EDUCATE TEENS ABOUT JOB SAFETY AND SEXUAL HARASSMENT BECAUSE TEENS ARE GOING TO LISTEN TO THEIR PEERS, GET INVOLVED AND STOP THEIR RIGHTS FROM BEING VIOLATED.”

—*Jessica Tavares, Senior Peer Leader and MassCOSH Board Member*





Our Impact

DEVELOP LEADERS OF CHANGE

A highly active and successful **Immigrants' Worker Center**, run by members, educates, protects, and amplifies the voice of immigrant worker leaders:

- Immigrant members become health and safety promotoras who educate, engage and guide their peers in accessing medical treatment, navigating government agencies and taking action for safety and health, having gained critical skills through leadership training and a new advanced train-the-trainer institute
- Immigrant women overcome barriers and the gain confidence and tools to confront sexual harassment, reproductive hazards and other dangers with support and assistance from other impacted women and health, legal, community and labor allies

Teens Lead @ Work (TL@W) "shatters stereotypes of what teens are capable of" through enhanced teen leadership opportunities:

- Peer leaders lead with passion and power, using skills learned through comprehensive training and skills development
- Young women overcome obstacles and gain a strong sense of self worth and confidence, in a safe space that offers resources and support,
- Youth succeed in post-secondary education and careers through a new college-readiness program
- Teens excel in school through hands-on leadership training and academic support
- A national movement of youth activists thrives through the replication of TL@W in other parts of the country in collaboration with National COSH

A cadre of well trained and highly engaged **teachers, custodians, and staff advocates** lead school-based and state-wide efforts to eliminate environmental hazards in schools.

Union leadership and capacity grows stronger:

- A new union fellowship program engages a retired union activist to serve as a liaison to unions
- Union shop floor activists and leaders win health and safety improvements through training and technical assistance

The **families of fallen workers** heal, preserve financial stability, and are encouraged to become involved in efforts to prevent future fatalities:

- Family-to-family peer support and links to social and legal resources are provided to grieving families
- An annual Workers Memorial event and breakfast commemorates fallen workers



Safer conditions are the norm for **hazardous waste workers and emergency responders**:

- Dynamic, hands-on health and safety training is provided to over 2,000 hazardous waste workers and emergency responders
- The impact of this training is magnified through a peer-to-peer training approach, borrowing from the successes of TNEC member Civil Service Employees' Association

CHANGE WORK CONDITIONS

Immigrant workers achieve measureable improvements to their working conditions with resources, tools, and support:

- Education sessions are offered to 900 immigrant workers with immigrant worker leaders leading training for more than 20% of the sessions
- The nation's first Latino-African American owned and run recycling cooperative is established in partnership with the Boston Workers' Alliance
- A network of health and safety professionals, legal volunteers, unions, and community groups support immigrant workers to take collective action and pursue legal remedies
- A Worker Bill of Rights, developed with the Immigrant Worker Center Collaborative, aids workers in asserting essential, baseline job standards

Teen leaders gain essential skills while helping ensure that youth employment is safe, healthy, and free from sexual harassment and violence:

- Leadership Education and Action to Promote Safety (LEAPS), a three-day youth-led academy, engages teens in education and action in communities across Massachusetts

- 900 teens receive training about workplace safety and health, and the prevention of violence and sexual harassment, with training facilitated by youth peer leaders
- Employers of youth prevent and address sexual harassment through TL@W's youth-written sexual harassment curriculum and technical assistance

“AFTER SUFFERING ABUSES BY MY EMPLOYER AND KNOWING HOW IMPORTANT MASSCOSH’S SUPPORT WAS TO ME, I WANT TO HELP OTHERS LIKE ME OVERCOME THEIR FEARS AND TAKE ACTION FOR THEIR RIGHTS”

—*Guadalupe Gonzalez, Worker Center leader*

- A statewide young worker safety poster contest shines a spotlight on teen safety priorities and strengthens collaborations with the state’s Youth Employment and Safety (YES) team
- Youth voices are prominent and their media skills strengthened through their active engagement in mainstream and social media communications
- Teen workers and unions build deeper relationships through parent education brochures, participation in union events, and invitations to peer leader-led events
- Campaigns for global youth worker safety and child labor rights are promoted by peer leaders who are knowledgeable and connected with other international organizations

The environmental health of **school staff and students** is improved by building upon successful K-12 school efforts and launching new early education programs, contributing significantly to reducing asthma and achieving the goals of the state Department of Public Health’s Asthma Plan:

- Boston public schools and 1 – 2 other districts will have comprehensive green and healthy schools programs and policies for identifying, addressing and preventing environmental hazards.
- Early education programs in Boston and other urban communities make strides toward eliminating toxic cleaners and implementing healthier pest control measures through a new initiative that combines environmental committee development, training and technical assistance





Unions' efforts are strengthened:

- Unions document hazards, develop organizing strategies, and support organizing campaigns to end unsafe, unhealthy conditions in partnership with MassCOSH
- MassCOSH is a clearinghouse for safety and health information, legislation, and events
- Participatory research provides data, promotes visibility, and seeds campaigns on at least one emerging issue per year
- Media and public attention are drawn to serious workplace accidents and fatalities by serving as a rapid response partner with unions and mobilizing to prevent future injuries and fatalities

Through the active engagement of **families of fallen workers** in OSHA investigations, employers are deterred from future safety violations and the voices of families are heard and valued.

PASS POLICIES THAT PROTECT WORKERS

- Abuse against temporary workers is thwarted by a coalition of temporary workers with community and labor allies, promoting and serving as a watchdog for the new Temporary Workers' Right to Know Act
- Injured immigrant workers gain timely access to treatment and replacement of wages through workers' compensation and successfully combat anti-immigrant legislation, through collaborative efforts among worker centers, unions, attorneys and other allies
- Municipal and state public sector workers, not covered under OSHA, are afforded the same protections as those in private sector employees by:
 - Safety protections for state employees are institutionalized through executive order or legislation, building on the Executive Order issued by Governor Patrick in 2008
 - Existing safety laws for municipal employees are reformed to make them effective at protecting safety and health
- School staff and students across the Commonwealth reduce asthma and achieve improved environmental health in public schools and early education programs by:
 - Replicating successful green cleaning, safe disinfection, pest control and other environmental policies to districts across the state and nationally through Massachusetts Asthma Advocacy Partnership, National COSH and the National Healthy Schools Coalition
 - As a member of the new federal Green Ribbon Award work group, utilizing the Award program as a vehicle for fostering environmental health practices into schools across the Commonwealth

- As a member of the Boston Public School Wellness Council, integrating environmental health actions as essential options that schools can select in order to comply with the District's wellness policy

The burial reimbursement benefit under workers compensation increases to \$8,000 so that family members can bury their loved ones without enduring extreme financial hardship

Youth serve as a watchdog for laws that impact young worker safety and for the enforcement of the current Child Labor laws through the teen-led Child Labor Law Task Force

CROSS-ISSUE PLATFORMS

Action without Retaliation

Too many workers who pursue their rights to safe, healthy conditions are harassed, denied promotions, fired, and sometimes even physically assaulted. MassCOSH will unite its members in efforts to ensure that all workers can achieve their right to take action without retaliation, in concert with a National COSH campaign:

- Over 750 immigrant and low wage workers and unions will be knowledgeable about their rights to safety and freedom from retaliation, through education and training in English programs, churches, and union halls
- Workers and unions will pursue whistleblower complaints and/or use public pressure to halt retaliation
- 100 youth will participate in a state-wide poster competition that promotes the right of youth to speak up and take action for safety, spearheaded by MassCOSH peer leaders and state agencies
- Youth, immigrant and labor leaders will convene to share approaches and identify opportunities to collaborate to magnify our impact

Access to Quality Jobs

Emerging industries, from "green jobs" (such as recycling and weatherization) to high tech jobs (such as nanotechnology), put our state and country at a crossroads. We can create employment with the same dangerous, precarious, exploitative conditions, or we can insist on quality jobs with decent wages that are safe, healthy, unionized and accessible to disenfranchised populations.

MassCOSH will join with community, labor and environmental groups to support policies and initiatives that foster quality, accessible jobs by:

- Promoting good, quality jobs in the recycling industry that are accessible to workers of color and immigrants through the establishment of a new recycling cooperative, run by members of MassCOSH's Worker Center and the Boston Workers Alliance, as well as through leadership in the Boston Recycling Coalition

"AS TEMPORARY WORKERS, WE WERE SENT OFF TO DANGEROUS FISH FACTORY JOBS WITHOUT KNOWING WHAT DANGERS WE WOULD BE FACING. WITH THE NEW TEMP WORKER LAW, FOR THE FIRST TIME WE HAVE A RIGHT TO ESSENTIAL INFORMATION. NOW WE MUST STAY UNITED AND MAKE SURE THAT TEMP WORKERS ARE PROTECTED UNDER THE NEW LAW."

—Juan Calderas, worker center leader/temp worker advocate

- Expanding youth summer jobs funding, while ensuring that city- or state-funded youth employers are required to provide safety training, through leadership by youth peer leaders in collaboration with youth worker coalitions
- Promoting the “Good Jobs, Great Communities” pledge, ensuring that all “good jobs” include safe and healthy work standards
- Serving as an occupational safety and health clearinghouse for information and resources for workers, labor and the community

“WE ALL SUFFER THE CONSEQUENCES OF UNSAFE WORK. WE’RE MEMBERS BECAUSE MASSCOSH PLAYS AN IMPORTANT ROLE IN HELPING UNIONS PROTECT THEIR WORKERS.”

– Chuck Monahan, Financial Secretary, IBEW Local 103



Internal Organizational Objectives



RAISE VISIBILITY

- Priority health and safety concerns will gain attention through newsletters, e-newsletters, and website content
- Critical information will be widely disseminated using social media to engage greater numbers of youth, immigrants and other allies
- News stories will be created and public discourse promoted with white papers, letters to the editor, and press statements
- Resources will be readily available to those who promote safe and healthy work through effective face-to-face outreach at public events and meetings

FORGE PARTNERSHIPS AND COLLABORATIONS

- Ties with legislators and administrative policy makers and others will be fortified to advance public policy goals
- Multi-stakeholder coalitions will be established, involving traditional and non-traditional partners, unions, community advocates, workers, legal professionals, and other allies
- The Lawyers' Committee and the involvement of the legal community is expanded and deepened
- The Health Tech Committee actively engages occupational health professionals through events and concrete projects

SUPPORT FINANCIAL SUSTAINABILITY FOR MASSCOSH AND ITS ALLIES

The sustainability and viability of MassCOSH is increased by securing a diverse funding base that increases individual and organizational contributions and program income from 8% to 12% over the 3 years. Foundation sources expand, and a collaborative grant is secured in partnership with a university, union, and/or community allies.

MAXIMIZE GOVERNANCE AND BOARD DEVELOPMENT

- The engagement of the MassCOSH Board of Directors is strengthened:
- The Executive Committee regularly reviews Board responsibilities and opportunities for further engagement throughout the year
- A portfolio of opportunities is developed with opportunities and needs to match Board skills and interests
- Board directors are linked to members through intentional relationship building and participation in program events

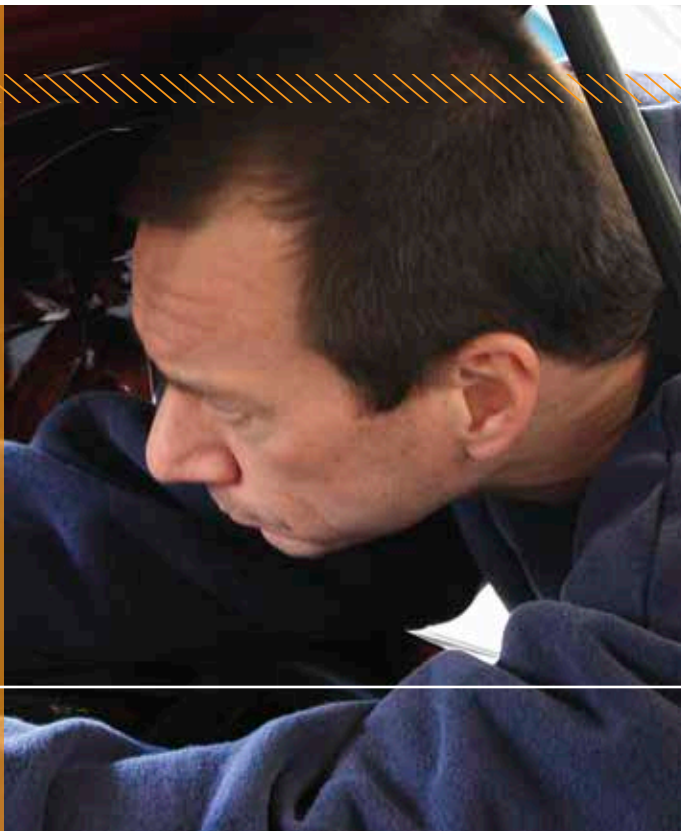
DEVELOP HUMAN RESOURCES TO MATCH DEMAND

The demand for services is met by expanding staffing for the Immigrants' Worker Center and Teens Lead @ Work, as resources are available, and establishing a new union fellowship position

Social service and mental health resources and referrals, needs that create barriers to low wage workers becoming active leaders, are provided through the engagement of a social work volunteer

EVALUATE AND LEARN FROM PROGRAMMATIC IMPACT

Impact is monitored and documented and internal processes strengthened by measuring outcomes with consistent data collection, analysis, and long-term tracking mechanisms



Conclusion



WE MUST REVERSE THE TREND TOWARD EMPLOYMENT THAT IS INSECURE, PROVIDES POOR WAGES AND CAUSES PHYSICAL AND EMOTIONAL HARM. WE CAN MAKE STRIDES TOWARD A FUTURE THAT BRINGS SHARED PROSPERITY,

in which workers and organized labor can negotiate with employers, have a voice in working conditions and ensure that they achieve a healthy quality of life. Workers must lead the way for change with the strong backing of a diverse coalition of supportive allies. MassCOSH is poised to contribute greatly to this effort. MassCOSH's strategic plan lays the framework for setting priorities and creating impacts that develop leaders of change, build workplaces without harm, and develop policies to protect workers. We look forward to working with you on it.



Mantenidos unidos por trabajos
seguros y saludables

