



October 9, 2025

The Honorable David Keeling  
Assistant Secretary of Labor  
Occupational Safety and Health Administration  
U.S. Department of Labor  
200 Constitution Ave NW  
Washington, DC 20210

Dear Assistant Secretary Keeling:

We write on behalf of [SHRM](#) and our nearly 340,000 HR professionals and business executive members to congratulate you on your confirmation as the Assistant Secretary for the Occupational Safety and Health Administration (OSHA) at the U.S. Department of Labor (DOL). As the trusted authority on all things work, SHRM is the foremost expert, researcher, advocate, and thought leader on issues and innovations affecting today's evolving workplaces.

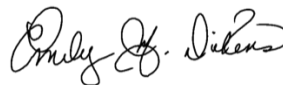
In dynamic and rapidly changing economic times, American businesses and workers depend on the federal government to provide clear guidance, deliver results, and advance policies that promote thriving workplaces. The DOL — in particular OSHA — plays a vital role in ensuring the stability, safety, and prosperity of the American workforce. As the head of OSHA, you will assume the critical responsibility of ensuring that America's workers have safe and healthy working conditions, free from unlawful retaliation. At SHRM, we see organizations broadening worker safety efforts to encompass mental, social, and emotional well-being, enabling employers to provide comprehensive support throughout the employee journey.

Protecting the health and safety of workers, an organization's greatest asset, requires collaboration. SHRM has long valued its partnership with the DOL and its subagencies, and it hopes that open lines of communication will continue. As OSHA advances its regulatory rulemaking, SHRM stands ready as a resource. As the voice of all things work, SHRM is committed to partnering with policymakers to develop and implement workplace policies that truly work for all. We look forward to collaborating with you to advance clear, balanced, and consistent policies that support the long-term success of America's workplaces and workers.

Sincerely,



Johnny C. Taylor, Jr., SHRM-SCP  
President & CEO



Emily M. Dickens, J.D.  
Chief of Staff, Head of Government Affairs &  
Corporate Secretary