

April 2006



NAVAL SAFETY STRATEGY

save lives

preserve resources

improve readiness

MISHAP REDUCTION

*United States Navy
Plan of Action and Milestones*

Navy Plan of Action and Milestones

Executive Summary

On 1 March 2006, the Secretary of the Navy approved the Naval Safety Strategy as a guide for Department of the Navy initiatives supporting the Secretary of Defense Strategic Planning Guidance to reduce mishaps by 75 percent by the end of Fiscal Year 2008 using Fiscal Year 2002 as the baseline. The Naval Safety Strategy provides overarching guidance to the Navy and Marine Corps to achieve safety excellence in support of mission accomplishment. The Secretary of the Navy further directed the Chief of Naval Operations to develop a Plan of Action and Milestones to implement the Naval Safety Strategy.

The Navy's Plan of Action and Milestones is an executable action plan that delineates tasks that shall be accomplished by the Navy to implement the Naval Safety Strategy. The accomplishment of these tasks will enhance and sustain a Navy culture of safety and risk management and improve Navy readiness. The Plan of Action and Milestones contains over 200 tasks assigned to various Navy commands and agencies. Major tasks identified in the Plan of Action and Milestones include:

- The establishment of a Navy Executive Safety Board (ESB) and its associated committee structure, the Operations Safety Committee and the Operations Safety Support Committee.
- The development of a Safety Training Continuum (STC) that will delineate safety and risk management training for all Navy personnel.
- The development of a common Operational Risk Management (ORM) model and associated metrics to measure ORM implementation throughout the Navy.
- The development of a standardized personnel risk assessment program to identify high risk personnel.
- Programmatic improvements that will facilitate the identification of causal factors and root causes of Private Motor Vehicle (PMV) mishaps.
- Programmatic changes that will improve mishap and hazard reporting, and increase analysis of mishaps and hazards. Increased emphasis will also be placed on analysis of Class B and C mishaps.
- The development of metrics for Culture Workshops and on-line climate assessment surveys in order to more effectively leverage the lessons learned from these safety programs.
- Improvements to Safety Officer training.
- A comprehensive assessment of the effectiveness of the Web-Enabled Safety System (WESS).
- Improvements to the methodology used to collect, analyze and disseminate best practices.

- A comprehensive review of Navy safety directives followed by changes to make safety programs more effective.
- Improvements to mishap data and analysis dissemination.
- Improvements to the Naval Safety Center safety survey process.
- More effectively capture safety prevention and mishap costs.
- Establishment of an OPNAV resource sponsor for safety.

The Plan of Action and Milestones is an evolutionary document that will be modified periodically as tasks are completed and new tasks are devised. The Navy Executive Safety Board shall provide execution oversight of the Plan of Action and Milestones while day-to-day management of the document shall be performed by the Naval Safety Center.

Goal 1. Enhance Naval readiness by sustaining and preserving the fighting force through the prevention of mishaps; reduce mishaps by 75% by end of FY 2008 from the FY 2002 baseline.

Goal 1 of the Naval Safety Strategy focuses on enhancing Naval readiness by sustaining and preserving the fighting force through the prevention of mishaps. Mishap prevention directly contributes to the warfighting potential of the Navy by preserving personnel and equipment. The tasks established to support goal 1 focus Navy efforts on the development programs and policies that will achieve the mishap reduction goals established by the Secretary of the Navy. This goal is also aligned with the Secretary of Defense guidance contained in the Strategic Planning Guidance to reduce mishaps by 75 percent by end of FY 2008 from the FY2002 baseline.

Objectives & Tasks

Objective 1.1. Focus on private motor vehicle and recreation off-duty mishaps as key areas with the greatest losses of personnel due to mishaps.

Task 1.1.1. Improve Navy Traffic Safety and Recreation/Off-Duty Programs and Policies.

Subtask 1.1.1A. Conduct review of current Traffic Safety program and submit recommended changes as required. Amplification: Conduct a review of OPNAVINST 5100.12H and other applicable Traffic Safety directives. Review shall include establishing periodicity requirements and methodology for Traffic Safety/RODS Safety Program reviews of Navy Regions. *Lead Command: Operations Safety Support Committee (ESB).* Supporting commands: NA. Due date: 1 July 2007. Status: Open.

Subtask 1.1.1B. Conduct review of current Recreation/Off-Duty program and policies and submit recommended changes as required. Amplification: Conduct a review of OPNAVINST 5100.25B and other applicable RODS directives. *Lead Command: Operations Safety Support Committee (ESB).* Supporting commands: NA. Due date: 1 July 2007. Status: Open.

Task 1.1.2. Improve dissemination of Traffic Safety and Recreation/Off-Duty Best Practices.

Subtask 1.1.2A. Establish a Traffic Safety & Recreation/Off-Duty best practices collection process and database and make available to DON users. Amplification: Subtask also supports task 5.11.2. *Lead Command: Naval Safety Center.* Supporting Commands: NA. Due date: 1 July 2006. Status: Open.

Subtask 1.1.2B. Submit current lessons learned from CNIC Traffic Safety and Recreation/Off-Duty safety contract for inclusion in NAVSAFECEN best practices database. Amplification: Subtask also supports task 5.11.2. *Lead Command: Navy Installations Command.* Supporting Commands: NA. Due date: 1 October 2006. Status: Open.

Subtask 1.1.2C. Distribute selected Traffic Safety & Recreation/ Off-Duty best practices to Navy activities on a periodic basis. Amplification: Subtask also supports task 5.11.2. *Lead Command: Naval Safety Center.* Supporting Commands: NA. Due date: Ongoing. Status: Open.

Task 1.1.3. Improve Traffic Safety and Recreation Off-Duty Safety Training.

Subtask 1.1.3A. Develop a standardized/comprehensive GMT package for PMV/RODS training (web based & hard copy) for DON use. Amplification: Lead agent should seek out and consider recommendations from CNIC Traffic Safety and Recreation/Off-Duty Safety contractor on computer-based training, and, where applicable, post on NKO. **Lead Command:** *Naval Education and Training Command*. **Supporting commands:** NA. **Due date:** 1 July 2007. **Status:** Open.

Subtask 1.1.3B. Create safety training videos including telling the story of Sailors injured in mishaps. Amplification: Intent is to create high quality videos that tell the story of Sailors injured in PMV mishaps. These Sailors, many times, have a powerful message to tell that can be useful as part of Traffic Safety program. Lead agent should explore both the use of actual Sailors and actors portraying the Sailor in order to achieve the necessary quality. Once produced, these videos should be used to target high risk Sailor across DON. **Lead Command:** *Naval Safety Center*. **Supporting Commands:** NA. **Due date:** Ongoing. **Status:** Open.

Subtask 1.1.3C. Submit change proposal to include use of recently approved National Safety Council Defensive Drivers Course in OPNAVINST 5100.12H. Amplification: This course provided by National Safety Council satisfies current requirement for initial driver training and remedial driver training. Cost of this training is incurred by the local command. **Lead Command:** *Naval Safety Center*. **Supporting Commands:** NA. **Due date:** 1 September 2006. **Status:** Open.

Subtask 1.1.3D. Research non-DON driver training programs and identify those programs or elements of those programs that can be incorporated into the Navy program. **Lead Command:** *Naval Safety Center*. **Supporting Commands:** NA. **Due date:** 1 September 2006. **Status:** Open.

Subtask 1.1.3E. Submit for incorporation into the appropriate directive the requirement to complete "Drive for Life (DFL)" for all new accessions including Delayed Entry Program personnel. **Lead Command:** *Naval Education and Training Command*. **Supporting Commands:** *Office of the Judge Advocate General*. **Due date:** 1 July 2007. **Status:** Open.

Subtask 1.1.3F. Revise OPNAVINST 5100.12H to incorporate Motorcycle Skill-Enhanced Riders Course into the Experienced Riders Course. **Lead Command:** *Naval Safety Center*. **Supporting Commands:** NA. **Due date:** 1 September 2006. **Status:** Open.

Subtask 1.1.3G. Standardize the CNIC Traffic Safety and Recreation/Off-Duty safety contract to include all Navy Regions. **Lead Command:** *Navy Installations Command*. **Supporting Commands:** NA. **Due date:** 1 October 2006. **Status:** Open.

Subtask 1.1.3H. Review and standardize the methods used to ensure all Sailors receive the required 4 hours of Traffic Safety training and develop recommendations for program improvement as required. Amplification: DOD instruction required all uniformed personnel to receive 4 hours of traffic safety training. **Lead Command:** *Naval Education and Training Command*. **Supporting Commands:** *Operations Safety Support Committee (ESB)*. **Due date:** 1 December 2006. **Status:** Open.

Task 1.1.4. Identify personnel at higher risk to have PMV and Recreation/Off-Duty mishaps and task actions to reduce this risk.

Subtask 1.1.4A. Develop a standardized Navy-wide Personnel Risk Assessment Program. Amplification: Determine methodology to assign risk categories to all uniformed personnel in order to determine which personnel are at higher risk to have PMV and RODS mishaps. If possible, use private industry motor vehicle/motorcycle insurance data. Based on this methodology, build a standardized program that can be implemented by all Navy activities. Program should include all uniformed personnel but focus on newly joined Sailors, Sailors returning from deployments, and Sailors under the age of 26. Program should provide concrete steps activities should take to monitor the behavior of personnel depending on their risk category. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 January 2007. Status: Open.*

Subtask 1.1.4B. Develop a Navy driver history profile program. Amplification: The intent of this program is to determine the driver history of all active duty personnel from accession and methodology to have this profile periodically updated so that it accurately reflects member's driving history - accidents and citations. Program should describe how this information is collected and disseminated to parent command and become a part of the Personnel Risk Assessment program. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Office of the Judge Advocate General. Due date: 1 July 2007. Status: Open.*

Subtask 1.1.4C. Require all Navy activities to implement a Personnel Risk Assessment program. Amplification: Once the standardized Personnel Risk Assessment program has been developed, require its implementation by all Navy activities. . *Lead Command: Executive Safety Board. Supporting Commands: NA. Due date: 1 May 2007. Status: Open.*

Subtask 1.1.4D. Develop PMV/RODS mishap prevention programs that target identified high-risk personnel. Amplification: Develop intervention strategies aimed at personnel at higher risk for PMV and RODS mishaps. Focus current CNIC Traffic Safety contract training on Sailors in the 26 and under age group and include Navy civilian and military personnel with poor driving records. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 1.1.4E. Publish Driving-Under-the-Influence numbers for all major Navy commands. Amplification: Report should have breakout of Echelon 4 and above commands. Information will serve as a leading indicator. *Lead Command: Naval Personnel Command. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Task 1.1.5. Improve PMV and Recreation/Off-Duty Mishap Investigations and data Collection.

Subtask 1.1.5A. Review methodology used to investigate PMV mishaps. Determine adequacy and make recommendations for program improvement. Amplification: Subtask also supports Objective 1.2. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Operations Safety Committee (ESB), Naval Safety Center. Due date: 1 December 2006. Status: Open.*

Subtask 1.1.5B. Review OPNAVINST 5102 to ensure PMV and RODS mishap reports capture all data elements necessary to determine the causal factors and root causes of Navy PMV injuries and fatalities so that meaningful data analysis can be conducted and appropriate mishap countermeasures can be instituted. Amplification: This review should be a top to bottom analysis

of all the information currently collected in WESS via PMV and RODS mishap reports. The review will result in the following 1) list of data elements currently collected from mishap reports that should continue to be collected, 2) list of data elements currently collected from mishap reports that should be discontinued, 3) list of data elements that is currently not collected, but should be collected in order to do more effective analysis of PMV and RODS mishaps. Subtask also supports Objective 1.2. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Task 1.1.6. Engage non-DON partners in PMV mishap prevention.

Subtask 1.1.6A. Direct Navy Regions to build strong mishap prevention partnership ties with community officials in high military population centers. *Lead Command: Navy Installations Command. Supporting Commands: Naval Safety Center. Due date: 1 August 2006. Status: Open.*

Subtask 1.1.6B. Promote greater involvement and cooperation from municipal law enforcement agencies in reporting motor vehicle moving violations and accidents involving vehicles with DoD decals. *Lead Command: Navy Installations Command. Supporting Commands: Naval Safety Center. Due date: Ongoing. Status: Open.*

Task 1.1.7. Improve analysis of PMV mishaps and dissemination of results.

Subtask 1.1.7A. Analyze Class A, B, and C mishaps to identify causal factors and report findings in DON in Naval Safety Center periodic reports. Amplification: Subtask also supports Objectives 1.2 and 1.4. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Task 1.1.8. Conduct a traffic safety campaign during periods when PMV mishaps are historically higher.

Subtask 1.1.8A. Develop and disseminate a safe driving campaign package every year for use during the Memorial Day to Labor Day period. Amplification: Due date is 1 May of each year. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 May 2006. Ongoing. Status: Open.*

Subtask 1.1.8B. Develop and disseminate a safe driving campaign package every year for use during the holiday period from Veterans Day until the New Years holiday. Amplification: Due date is 1 November of each year. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 November 2006. Status: Open.*

Objective 1.2. Focus on key areas causing the highest lost work time rates.

Task 1.2.1. Improve reporting, data collection and analysis of high lost work time areas for both Navy civilians and uniformed personnel.

Subtask 1.2.1A. Determine the specific data that will be used to identify key areas causing the highest civilian lost work time rates. Amplification: Use installation-level data and "Pareto Principle" 80/20 rule to identify factors attributed to highest rates. *Lead Command:*

Operations Safety Support Committee (ESB). Supporting Commands: *Naval Safety Center, Bureau of Medicine and Surgery, Injury Compensation Program Administrators (ICPAs)*. Due date: Ongoing. Status: Open.

Subtask 1.2.1B. Analyze lost work time data and identify the trends having the highest lost work time rates. Lead Command: *Operations Safety Support Committee (ESB)*. Supporting Commands: NA. Due date: Ongoing. Status: Open.

Subtask 1.2.1C. Based upon the trends identified in sub task 1.2.1B, identify solutions to reduce the highest lost work time rates. Lead Command: *Echelon 2 Commands*. Supporting Commands: NA. Due date: Ongoing. Status: Open.

Subtask 1.2.1D. Determine the specific data that will be used to identify key areas causing the highest uniformed lost duty day rates. Amplification: Evaluate use of disease non-battle injury reporting. Lead Command: *Operations Safety Support Committee (ESB), Operations Safety Committee (ESB)*. Supporting Commands: *Bureau of Medicine and Surgery*. Due date: 1 July 2007. Status: Open.

Subtask 1.2.1E. Analyze lost days data and identify the trends having the highest lost duty day rates. Amplification: Evaluate barriers to collection of military injury data such as loss of causal data and CSCS II. Lead Command: *Operations Safety Support Committee (ESB), Operations Safety Committee (ESB)*. Supporting Commands: NA. Due date: Ongoing. Status: Open.

Subtask 1.2.1F. Based upon the trends identified in sub task 1.2.1E, identify solutions to reduce the highest lost duty day rates. Lead Command: *Echelon 2 Commands*. Supporting Commands: NA. Due date: Ongoing. Status: Open.

Subtask 1.2.1G. Conduct a review of OPNAVINST 5102 to determine if it contains adequate lost work time reporting requirements. Change as necessary. Lead Command: *Naval Safety Center*. Supporting Commands: NA. Due date: 1 July 2007. Status: Open.

Subtask 1.2.1H. Research a method for a single entry system for reporting workers' compensation claims and mishaps. Lead Command: *Naval Safety Center*. Supporting Commands: NA. Due date: 1 July 2007. Status: Open.

Subtask 1.2.1I. Analyze methods currently in place to track lost work time rates across DON and identify barriers associated with sharing lost time information. Amplification: This effort must be accomplished in concert with DON medical and Human Resource Federal Employee Compensation Act (FECA) personnel. Lead Command: *Naval Safety Center*. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.

Subtask 1.2.1J. Based upon the findings in sub task 1.2.1F, identify and implement solutions to the sharing of lost time information. Lead Command: *Naval Safety Center*. Supporting Commands: NA. Due date: 1 October 2007. Status: Open.

Subtask 1.2.1K. Determine the dollar costs associated with lost time injuries and provide that information on a regular basis to Navy commands. Lead Command: *Naval Safety Center*. Supporting Commands: NA. Due date: 1 December 2007. Status: Open.

Task 1.2.2. Reduce ergonomic injuries.

Subtask 1.2.2A. Identify high risk processes that occur systematically throughout Echelon 2 commands and determine if there is a centralized approach at that Echelon 2 command to identify solutions to reduce the risk. Lead Command: *Echelon 2 Commands*. Supporting Commands: NA. Due date: Ongoing. Status: Open.

Objective 1.3. Provide periodic situation reports to flag leadership with timely performance data to aid in setting goals and tracking mishap prevention and reduction progress.

Task 1.3.1. Improve dissemination of mishap data and progress on mishap reduction to Navy leadership.

Subtask 1.3.1A. Conduct review of First Flag Notification and recommend appropriate changes to OPNAVINST 5102.1D, as required. Amplification: Task includes standardization of the reporting methodology. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 October 2006. Status: Open.*

Subtask 1.3.1B. Obtain BUPERS permission to use their website for Flag Officers/SES's to share Safety Concerns / Issues. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 July 2006. Status: Open.*

Subtask 1.3.1C. Encourage Flags / Generals / SESs to include " ALL " on P' 4s for matters pertaining to or emphasizing Safety Awareness. *Lead Command: Executive Safety Board. Supporting Commands: NA. Due date: 1 September 2006. Status: Open.*

Subtask 1.3.1D. Produce and disseminate a monthly report that provides the latest safety statistics and areas of concern that may need Flag level attention. Amplification: This subtask also supports Objective 1.4. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 1.3.1E. Provide a report containing mishap data, statistics, analysis and recommended intervention strategies to all DON activities on a quarterly basis. Amplification: This subtask supports Objectives 1.3, 1.4 and 1.5. The report should be focused on each Quarter of the FY with a summary report following 4th Quarter of the FY. Report should also provide comparisons of each mishap category to the 5 and 10 year mishap trends. First report due by 1 Apr 06. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 1.3.1F. Provide the Navy Executive Safety Board with progress on the 75% mishap reduction campaign at each ESB meeting. *Lead Command: Executive Safety Board Executive Agent (Naval Safety Center). Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 1.3.1G. Develop annual corporate report on the status of safety in the Navy. Amplification: Next report due out 1 Feb 07. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Objective 1.4. Perform continual in-depth analysis of data. Identify specific problem areas and mishap leading indicators and distribute the information accordingly.

Task 1.4.1. Conduct analysis of mishaps and distribute findings to Navy activities.

Subtask 1.4.1A. Conduct a yearly analysis of all Class "B" and "C" mishaps to identify leading indicators to possible Class "A" mishaps and disseminate to DON activities. Amplification: This subtask also supports Objective 1.6. First report due the month following the end of FY06 and subsequent FYs. First report due 1 Nov 06. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 September 2006. Status: Open.*

Objective 1.5. Establish baselines, develop performance metrics and conduct analysis to support and measure the effectiveness of Navy and Marine Corps safety initiatives (e.g., ROI, mishap reduction metrics).

Task 1.5.1. Develop and disseminate performance metrics and baselines to Navy leadership.

Subtask 1.5.1A. In support of the SECDEF's 75% mishap reduction goal, establish and disseminate a mishap ceiling for each mishap category for FY07. Amplification: SECDEF 75% mishap reduction goals apply to Class A aviation, afloat, PMV, RODS, Operational, and Operational PMV mishaps, and Civilian Lost Work Time. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 September 2006. Status: Open.*

Subtask 1.5.1B. Develop metrics for all new safety initiatives and track to determine success. *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB). Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Objective 1.6. Manage military lost work time and civilian injury case management in coordination with DoD efforts.

Task 1.6.1. Improve management of military lost work time and civilian case management.

Subtask 1.6.1A. Develop a strategy to enhance workers compensation case management through interaction between the field/HR/Safety/Medical personnel. *Lead Command: Human Resources Office. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Subtask 1.6.1B. Review military injury case management to determine if improvements are needed. *Lead Command: Bureau of Medicine and Surgery. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Subtask 1.6.1C. Include the TCIR and the DART in measuring injury/ illness rates. Amplification: TCIR and DART are the measurements used by OSHA to measure injury illness rates. Since Federal Agency's now use the 1904 General Industry recordkeeping standards, Navy should follow with these metrics. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Objective 1.7. Identify, research, and fund new initiatives for mishap prevention with the highest Returns on Investment (ROI) that will contribute to achieving the 75% mishap reduction goals.

Task 1.7.1. Develop new initiatives that will contribute to achieving the 75% mishap reduction goals.

Subtask 1.7.1A. Actively participate in the DSOC and its Task Forces (TF). Evaluate initiatives brought before the DSOC and DSOC TFs for use by the Navy. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 1.7.1B. Develop new safety initiatives with the potential for high ROI and submit to the ESB for approval and implementation. *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB).* Supporting Commands: *Naval Safety Center.* Due date: Ongoing. Status: Open.

Task 1.7.2. Determine methods to fund new initiatives with the highest Return on Investment (ROI).

Subtask 1.7.2A. Seek funding through the DSOC for new initiatives with Joint applicability. . *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB).* Supporting Commands: NA. Due date: Ongoing. Status: Open.

Subtask 1.7.2B. Consider and approve new safety initiatives that appear to have the highest ROI and determine method for short and long term funding. *Lead Command: Executive Safety Board.* Supporting Commands: NA. Due date: Ongoing. Status: Open.

Task 1.7.3. Research, collect and standardize best practice efforts.

Subtask 1.7.3A. Develop a mechanism to collect Best Practices from Navy units and make the database accessible to units and personnel. *Lead Command: Naval Safety Center.* Supporting Commands: NA. Due date: 1 June 2006. Status: Open.

Subtask 1.7.3B. Direct the submission of safety best practices into the Navy's best practices database. Amplification: Best practices shall be submitted to the NSC best practices database. *Lead Command: Type Commands.* Supporting Commands: NA. Due date: 15 June 2006. Status: Open.

Subtask 1.7.3C. On a Quarterly basis, review the best practices database. Determine which best practices have Navy-wide applicable and forward them to the appropriate ESB committee for further evaluation. *Lead Command: Naval Safety Center.* Supporting Commands: NA. Due date: Ongoing. Status: Open.

Subtask 1.7.3D. Conduct detailed evaluation of best practices submitted by NSC. As a result of this evaluation, make appropriate recommendations for policy changes or new program to the ESB. Amplification: This task also includes measuring success of safety initiatives. *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB).* Supporting Commands: NA. Due date: Ongoing. Status: Open.

Goal 2. Engage leadership at all levels to establish a positive organizational culture based on understanding that safety is a readiness and force multiplier.

Goal 2 of the Naval Safety Strategy seeks to engage leadership at all levels in order to create a positive organizational culture that understands that safety is a readiness and force multiplier. Leadership support and attention to safety program management can have a significant impact on the safety climate in any unit, activity or command and will build a positive organizational culture. The Navy tasks established to support goal 2 focus Navy efforts on the creation of the necessary safety oversight organization – the Navy Executive Safety Board, that will guide the execution of the Plan of Action and Milestones. Other tasks seek to maximize the effectiveness of tools used to shape Navy unit culture.

Objectives & Tasks

Objective 2.1. Set the tone, through policy and demonstrated behavior, that safety, mishap prevention, and operational risk management are valued parts of the organizational culture to enhance readiness.

Task 2.1.1. Make qualitative improvements to Safety Officer billets.

Subtask 2.1.1A. Evaluate all Safety Officer training courses for adequacy. *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB). Supporting Commands: Naval Education and Training Command, Naval Occupational Safety and Health, and Environmental Training Center.* Due date: 1 January 2007. Status: Open.

Subtask 2.1.1B. Develop common Safety Officer core requirements to train Safety Officers from all warfare communities. Amplification: Subtask requires an evaluation of current Safety Officer training programs for adequacy. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Education and Training Command, Naval Occupational Safety and Health, and Environmental Training Center, Manpower, Personnel, Training & Education (MPT&E).* Due date: 1 April 2007. Status: Open.

Subtask 2.1.1C. Address funding shortfalls for a core curriculum to train Safety Officers from all warfare communities, if required. *Lead Command: Executive Safety Board. Supporting Commands: Naval Education and Training Command, Naval Occupational Safety and Health, and Environmental Training Center, Manpower, Personnel, Training & Education (MPT&E).* Due date: 1 October 2007. Status: Open.

Task 2.1.2. Improve the quality of CO/XO and Department Head understanding of the role of safety and Risk Management.

Subtask 2.1.2A. Review and recommend improvements to the safety portion of PCO/PXO/Dept Head courses for all communities, as required. *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB). Supporting Commands: NA.* Due date: 1 January 2006. Status: Open.

Task 2.1.3. Assess role of Operational Risk Management (ORM) in organizational culture.

Subtask 2.1.3A. During command inspections conducted by ISICs, ensure safety, mishap prevention, and operational risk management are assessed and are part of the organizational culture. Amplification: Subtask also supports subtask 3.2.2B and Objective 3.3. [Lead Command: Echelon 2 Commands.](#) [Supporting Commands: Echelon 3 Commands.](#) [Due date: 1 June 2006.](#) [Status: Open.](#)

Task 2.1.4. Ensure mishap reduction campaign is an all hands effort.

Subtask 2.1.4A. Ensure 75% mishap reduction campaign in support of the Naval Safety Strategy is briefed at all levels. [Lead Command: Echelon 2 Commands.](#) [Supporting Commands: Echelon 3 Commands.](#) [Due date: 1 July 2006.](#) [Status: Open.](#)

Objective 2.2. Ensure cultural workshops are available to all Navy and Marine Corps activities.

Task 2.2.1. Fully utilize culture workshops to improve Navy safety culture.

Subtask 2.2.1A. Establish metrics for Culture Workshops as a tool in mishap prevention. [Lead Command: Operations Safety Support Committee \(ESB\), Operations Safety Committee \(ESB\).](#) [Supporting Commands: Naval Safety Center.](#) [Due date: 1 April 2007.](#) [Status: Open.](#)

Subtask 2.2.1B. Once metrics have been established for Culture Workshops, develop and validate the ROI for this program. [Lead Command: Naval Safety Center.](#) [Supporting Commands: NA.](#) [Due date: 1 October 2007.](#) [Status: Open.](#)

Subtask 2.2.1C. Research feasibility of creating a common Culture Workshop program for all warfare communities. [Lead Command: Operations Safety Committee \(ESB\).](#) [Supporting Commands: NA.](#) [Due date: Ongoing.](#) [Status: Open.](#)

Subtask 2.2.1D. Establish the requirement for Culture Workshops for all activities based upon the ROI determined in subtask 2.2.1B. [Lead Command: Executive Safety Board.](#) [Supporting Commands: NA.](#) [Due date: 1 January 2008.](#) [Status: Open.](#)

Subtask 2.2.1E. Fund the requirement for Culture Workshops as determined in subtask 2.2.1D. [Lead Command: Executive Safety Board.](#) [Supporting Commands: NA.](#) [Due date: 1 October 2008.](#) [Status: Open.](#)

Objective 2.3. Ensure on-line command safety climate assessment surveys are available to all Navy and Marine Corps activities.

Task 2.3.1. Fully utilize on-line climate assessment surveys to improve Navy safety culture.

Subtask 2.3.1A. Establish metrics for on-line climate assessment surveys as a tool in mishap prevention. [Lead Command: Naval Safety Center.](#) [Supporting Commands: NA.](#) [Due date: 1 April 2007.](#) [Status: Open.](#)

Subtask 2.3.1B. Analyze metrics associated with on-line climate assessment surveys. Develop and validate the ROI for this program. [Lead Command: Naval Safety Center.](#) [Supporting Commands: NA.](#) [Due date: 1 October 2007.](#) [Status: Open.](#)

Subtask 2.3.1C. Establish the requirement for on-line Climate Assessment Surveys for all activities based upon the ROI determined in subtask 2.3.1B. *Lead Command: Executive Safety Board. Supporting Commands: NA. Due date: 1 January 2008. Status: Open.*

Subtask 2.3.1D. Fund the requirement for on-line climate assessment surveys as determined in subtask 2.3.1C. *Lead Command: Executive Safety Board. Supporting Commands: NA. Due date: 1 October 2008. Status: Open.*

Subtask 2.3.1E. Institutionalize on-line climate assessment surveys by inclusion in appropriate OPNAVINST. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 January 2009. Status: Open.*

Subtask 2.3.1F. Designate Naval Safety Center as lead agent for on-line climate assessment surveys for all warfare communities. *Lead Command: Executive Safety Board. Supporting Commands: NA. Due date: 1 January 2008. Status: Open.*

Task 2.3.2. Harmonize Navy on-line survey efforts with other services.

Subtask 2.3.2A. Work with the DSOC, USMC, Army, Air Force, and Coast Guard to implement a Joint Climate Survey program. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Objective 2.4. Ensure aviation, shore, ground, and afloat on-site safety surveys are available to all Navy and Marine Corps activities.

Task 2.4.1. Improve the NSC safety survey process.

Subtask 2.4.1A. Conduct a comprehensive review of the Naval Safety Center aviation and afloat safety survey processes. Make recommendations for program improvement. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Subtask 2.4.1B. Establish metrics to measure the effectiveness of the Naval Safety Center safety survey programs for the aviation and afloat communities. Determine ROI for these programs. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Subtask 2.4.1C. Review the shore safety survey process and make recommendations for program improvement. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Subtask 2.4.1D. Institutionalize and enforce the CO 30-day follow-up report on major discrepancies identified during all NSC safety surveys. Amplification: This task will require modification of applicable OPNAVINST. *Lead Command: Naval Safety Center. Supporting Commands: Type Commands. Due date: 1 October 2006. Status: Open.*

Subtask 2.4.1E. Revisit the Safety Center “White Hat” approach to safety surveys. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 January 2007. Status: Open.*

Objective 2.5. Engage Navy and Marine Corps Flag/General Officers through Navy & Marine Corps Safety Council, Marine Corps Executive Safety Board, Navy Echelon 2 Commands, and Marine Corps Major Commands to guide future direction of naval safety.

Task 2.5.1. Establish a Navy Executive Safety Board (ESB).

Subtask 2.5.1A. Establish a Navy Executive Safety Board with associated committee structures. Amplification: Gain Flag level approval of Navy ESB structure. *Lead Command: OPNAV. Supporting Commands: NA. Due date: 1 May 2006. Status: Open.*

Subtask 2.5.1B. Write a charter for the Navy Executive Safety Board that includes its mission, function, responsibilities, and membership. Also delineate scope of activity and membership for its permanent committees. *Lead Command: Naval Safety Center. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB) Due date: 1 August 2006. Status: Open.*

Subtask 2.5.1C. Provide oversight of the Naval Safety program including the review and approval of safety initiatives developed by ESB committees and other Navy activities. *Lead Command: Executive Safety Board. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Objective 2.6. Develop policy to measure and track DON safety climate and its contribution to overall readiness and report results.

Task 2.6.1. Leverage results of on-line climate assessments surveys to measure overall Navy safety climate.

Subtask 2.6.1A. Determine methodology to produce sanitized wrap up reports from on-line climate assessment survey process for use by higher echelons of command. Amplification: Research and define mechanism to use unit survey results to produce wrap up reports in order to measure overall safety climate for higher echelons of command and the overall Navy. *Lead Command: Naval Safety Center. Supporting Commands: Research Labs. Due date: 1 January 2007. Status: Open.*

Subtask 2.6.1B. Produce periodic on-line climate assessment survey wrap up reports to Navy units. Amplification: First report due out 1 Jul 07. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Objective 2.7. Assist SECNAV, CNO, and CMC in the development of safety policies and policy interpretation, as needed.

Task 2.7.1. Assist Navy leadership in safety policy development and interpretation.

Subtask 2.7.1A. Conduct safety policy development for Navy leadership. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 2.7.1B. Provide safety policy interpretation to Navy leadership, as required. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Goal 3. Imbed safety and risk management principles into all levels of policy, operations, acquisition, training and education.

Goal 3 of the Naval Safety Strategy seeks to imbed safety and risk management principles into everything the Navy does. Safety and risk management principles enhance Navy operational readiness and mission capabilities by preserving the lives of civilian and Navy personnel, both on and off duty, and by preserving warfighting assets. The Navy tasks established to support goal 3 strengthen the Navy's Operational Risk Management program and ensure that all personnel are effectively trained in its application. Navy tasks also seek to imbed safety and risk management into the acquisition process.

Objectives & Tasks

Objective 3.1. Institutionalize Operational Risk Management as an integral decision-making tool for workplace, operational, and off-duty activities.

Task 3.1.1. Revise the OPNAV Operational Risk Management Instruction.

Subtask 3.1.1.A. Review and revise the OPNAV Operational Risk Management Instruction and Marine Corps Order. *Lead Command: Naval Safety Center. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB)* Due date: 1 October 2006. Status: Open.

Subtask 3.1.1.B. Designate Naval Safety Center as the Operational Risk Management model Manager. Amplification: Coordinate with HQMC SD. *Lead Command: Naval Safety Center. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB)* Due date: 1 October 2006. Status: Open.

Subtask 3.1.1.C. Conduct Job Task Analysis (JTA) on the unit Operational Risk Management Manager and Operational Risk Management Facilitator collateral duties. *Lead Command: Naval Education and Training Command. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB)* Due date: 1 October 2006. Status: Open.

Subtask 3.1.1.D. Establish set of overarching Operational Risk Management elements/principles. *Lead Command: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Supporting Commands: Naval Safety Center.* Due date: 1 October 2006. Status: Open.

Task 3.1.2. Develop risk management metrics to be used to evaluate risk management application in fleet operations.

Subtask 3.1.2.A. Develop metrics in order to assess the effectiveness of the Navy's Operational Risk Management program. *Lead Command: Naval Safety Center. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB)* Due date: 1 April 2007. Status: Open.

Subtask 3.1.2.B. Embed Operational Risk Management in evaluations done by fleet assessment teams. *Lead Command: Operations Safety Committee (ESB), Operations Safety*

Support Committee (ESB). Supporting Commands: NA. Due date: 1 October 2007. Status: Open.

Subtask 3.1.2C. Require Assessment Team members receive advanced Operational Risk Management training on measurement of risk management process application and principles enculturation. *Lead Command: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Supporting Commands: Naval Education and Training Command. Due date: 1 October 2007. Status: Open.*

Objective 3.2. Review and revise safety directives to ensure risk management principles are included as appropriate.

Task 3.2.1. Review and revise OPNAV safety instructions.

Subtask 3.2.1A. Review and revise OPNAV shore safety instructions to ensure risk management is embedded as appropriate. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Subtask 3.2.1B. Review and revise OPNAV Afloat safety instructions to ensure risk management is embedded as appropriate. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Subtask 3.2.1C. Review and revise OPNAV Aviation safety instructions to ensure risk management is embedded as appropriate. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Subtask 3.2.1D. Review and revise OPNAV PMV/RODS safety instructions to ensure risk management is embedded as appropriate. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Task 3.2.2. Review and revise subordinate safety instructions.

Subtask 3.2.2A. Review and revise Echelon 2 Safety Instructions to ensure risk management is embedded as appropriate. Amplification: Intent is not to produce new instructions but to ensure Operational Risk Management is embedded in existing instructions. *Lead Command: Applicable Echelon 2 Commands. Supporting Commands: NA. Due date: 1 October 2007. Status: Open.*

Subtask 3.2.2B. Review and revise Echelon 3 safety instructions to ensure risk management is embedded as appropriate. *Lead Command: Applicable Echelon 3 Commands. Supporting Commands: NA. . Due date: 1 April 2008. Status: Open.*

Objective 3.3. Ensure safety and risk management principles, responsibilities, and safety culture are embedded throughout the training continuum for every service member and civilian employee.

Task 3.3.1. Continue to develop, support and implement a safety training continuum for all Navy personnel.

Subtask 3.3.1A. Embed Operational Risk Management application in accession, initial skills, specialized skills and functional skills training courses of instruction. *Lead Command:*

Naval Education and Training Command. Supporting Commands: Naval Safety Center. Due date: 1 October 2007. Status: Open.

Subtask 3.3.1B. Update Naval Training Systems Plan (NTSP) for Safety document. Amplification: This is a requirements document for safety training. Inputs from subtask 3.3.1E will be incorporated into the NSTP. *Lead Command: Naval Safety Center. Supporting Commands: Echelon 2 Commands. Due date: 1 March 2007. Status: Open.*

Subtask 3.3.1C. Review classroom and on-line Operational Risk Management training and make recommendations for improvements. Amplification: First review shall be completed by 1 Mar 08. *Lead Command: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Supporting Commands: Naval Education and Training Command, Naval Safety Center. Due date: Ongoing. Status: Open.*

Subtask 3.3.1D. Based upon the recommendations contained in subtask 3.3.1C, revise classroom and on-line Operational Risk Management training. Amplification: First revision shall be completed by 1 Oct 08. *Lead Command: Naval Education and Training Command. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Due date: Ongoing. Status: Open.*

Subtask 3.3.1E. Define the elements of learning and life skills, to include ORM, CRM and BRM principles, required for integration in the Safety Training Continuum (STC). *Lead Command: Naval Safety Center. Supporting Commands: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Due date: 1 January 2007. Status: Open.*

Subtask 3.3.1F. Investigate status of Delayed Entry Program (DEP) Operational Risk Management training. Amplification: Coordinate with HQMC SD. *Lead Command: Naval Education and Training Command, Naval Safety Center. Supporting Commands: Office of the Judge Advocate General. Due date: 1 July 2006. Status: Open.*

Task 3.3.2. Establish necessary organizational relationships to support the Safety Training Continuum (STC).

Subtask 3.3.2A. Review and revise as necessary relationship between NPDC and NAVOSHENVTRACEN/NSC. *Lead Command: Naval Safety Center. Supporting Commands: Naval Education and Training Command. Due date: 1 July 2006. Status: Open.*

Subtask 3.3.2B. Assign responsibility to appropriate Learning Centers for the development of STC elements and incorporate into 5 Vector Model (5VM) and Navy E-learning. Amplification: Assign responsibilities by 1 Aug 06. Incorporate into 5VM and Navy E-learning by due date. *Lead Command: Naval Education and Training Command. Supporting Commands: Naval Safety Center. Due date: 1 October 2007. Status: Open.*

Objective 3.4. Revise and implement system safety directives to provide for application of risk management in system life-cycle management.

Task 3.4.1. Completely staff and approve OPNAVINST 5100.24B (System Safety).

Subtask 3.4.1A. Establish the Acquisition System Safety Advisory Board per draft OPNAVINST 5100.24B. Amplification: This will be further defined in 5100.24B and charter for SSAB. Will enhance feedback loop, including fleet input. (Support by DASN(S), ASN RDA,

SYSCOMs). *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Systems Commands, Program Executive Officers (PEOs).* Due date: 1 September 2006. Status: Open.

Subtask 3.4.1B. Support publication of critical technical guidelines and management information for key hazard categories including acquisition website(s). Amplification: Acquisition safety website provides guidance for identification and control of major safety and health risk areas in acquisition programs, such as noise, fall protection, human systems integration/ergonomics. (www.safetycenter.navy.mil/acquisition). *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Naval Air Systems Command, Naval Sea Systems Command, Space and Naval Warfare Systems Command, Program Executive Officers (PEOs).* Due date: Ongoing. Status: Open.

Subtask 3.4.1C. Provide guidance for process review via input to DoD Acq ESOH and DON Acq ESOH working groups. Amplification: DoD Acquisition ESOH WG, NOSSA and other organizations provide guidance and support for this and related efforts. (Coordinate input from Navy reps to DSOC Acq & Tech WGs, (SYSCOMs, DASN(S), ASN RDA), NSC). *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Naval Air Systems Command, Naval Sea Systems Command, Space and Naval Warfare Systems Command, Program Executive Officers (PEOs).* Due date: Ongoing. Status: Open.

Subtask 3.4.1D. Provide input to DoD / SECNAV requirements and major instructions. Amplification: (DoD 5000.2 spring 06, and SECNAV 5000.2C-D Oct 05 through April 06). Geiger is Navy representative to Government-Industry group updating Mil Std 882 (System Safety). *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Naval Air Systems Command, Naval Sea Systems Command, Space and Naval Warfare Systems Command, Program Executive Officers (PEOs).* Due date: Ongoing. Status: Open.

Subtask 3.4.1E. System Safety Advisory Board implementation- review criteria for program execution. Amplification: Integrated effort by CNO, DASN(S), ASN RDA, SYSCOMs, NOSSA, FFC. Quarterly recurring requirement. *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Naval Air Systems Command, Naval Sea Systems Command, Fleet Forces Command, Space and Naval Warfare Systems Command, Program Executive Officers (PEOs).* Due date: Ongoing. Status: Open.

Subtask 3.4.1F. Participate in external program reviews such as Integrated Logistic Assessments (ILAs), and ASN I&E milestone reviews and provide situation reports to acquisition program managers and milestone reviewers. Amplification: System Safety Advisory Board to provide venue for guidance per draft OPNAVINST 5100.24B. Platform experts participate in ILA and program IPTs. (Supports implementation of existing instructions SECNAV 5000.2C, and SECNAV 4105.1A (ILA and certification requirements). (Involved groups ASN RDA, ASN I&E (DASN S), System Safety Advisory Board / SYSCOMs-PEOs and class desks). *Lead Command: Systems Commands, Program Executive Officers (PEOs). Supporting Commands: Naval Safety Center (N09FB).* Due date: 1 October 2006. Status: Open.

Subtask 3.4.1G. Support acquisition programs with Mishap and Hazard identification and analysis upon request. Amplification: Proactive review of mishaps for each major type of platform should identify types of incident, systems involved and support identification of root cause identification. Communication of key concerns by class desk and analysts is essential. Integration of HVACs root cause identification needed per Joint Service Safety Chiefs (JSSC) meeting decision of Feb 02. NSC has the lead for aviation and afloat hazards and to provide stats support; BUMED has the lead for health hazards. *Lead Command: Naval Safety Center, Bureau of Medicine and Surgery. Supporting Commands: NA.* Due date: Ongoing. Status: Open.

Subtask 3.4.1H. Support in-depth analysis of specific technical issues in support of acquisition programs. Amplification: N09FB liaison with program executive offices, Directorates provide platform issue familiarity and support or provide fleet liaison and input. Outreach effort by NSC is essential. *Lead Command: Systems Command, System Safety Points of Contacts, Class Desks. Supporting Commands: Naval Safety Center (N09FB).* Due date: 1 November 2006. Status: Open.

Objective 3.5. More closely align Naval safety in acquisition processes with Joint Capabilities Integration and Development System (JCIDS).

Task 3.5.1. More closely align safety in the acquisition processes.

Subtask 3.5.1A. Ensure criteria for ESOH is in all applicable capabilities (JCIDS) documents; ICD, CPD, CDD and ORDs. (Initial capabilities documents-MS-A, Capabilities Development Documents- MS-B, Capabilities Design Documents - MS-C and legacy Operational Requirements Documents MS-B, MS-C). Amplification: Central to mission and function of N09FB. (Support by System Safety Advisory Board / N1, N4, N7/N8, N09, N91/N93). *Lead Command: Naval Safety Center (N09FB). Supporting Commands: NA.* Due date: 1 May 2006. Status: Open.

Subtask 3.5.1B. Promulgate general guidance for safety into JCIDS process. Amplification: OPNAVINST 5100.24 (Enclosure 4) will provide general guidance. N09FB also needs to provide guidance for publication on relevant Navy Acquisition website(s). Draft developed with many features included in OPNAVINST 5100.24. *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Naval Air Systems Command, Naval Sea Systems Command, Space and Naval Warfare Systems Command, Program Executive Officers (PEOs).* Due date: 1 May 2006. Status: Open.

Subtask 3.5.1C. Integrate safety into nanotechnology life cycle. Provide guidance on development of material safety data sheets for nanomaterials. Amplification: N09FB for link to JCIDS process (requirement) and technical liaison with R&D. NSC needs to enhance links to R&D and related fleet developmental objectives. ASN RDA to support accomplishment of this task. *Lead Command: Naval Safety Center (N09FB). Supporting Commands: Navy Environmental Health Center (NEHC), Office of Naval Research, Assistant Secretary of the Navy (Research, Development and Acquisition).* Due date: 1 July 2007. Status: Open.

Goal 4. Employ accountability mechanisms to foster a more vibrant safety climate centered on readiness, mission accomplishment and mishap prevention.

Goal 4 of the Naval Safety Strategy seeks to ensure safety standards are supported by strong, clear consequences. Accountability for safety must be mandated in policy, expectation and core values. The Navy tasks established to support goal 4 seeks to improve accountability mechanisms and to reward strong safety performance.

Objectives & Tasks

Objective 4.1. Strengthen safety-related directives and standards to increase oversight, enforcement, and accountability.

Task 4.1.1. Develop an oversight safety inspection program.

Subtask 4.1.1A. Review, standardize, strengthen, and enforce the program in which ISIC's conduct subordinate safety related inspections. Amplification: Current due date applies to the review process. Dues dates for standardization and strengthening will be set upon completion of review. . *Lead Command: Echelon 2 Commands. Supporting Commands: Echelon 3 Commands. Due date: 1 January 2007. Status: Open.*

Task 4.1.2. Review and strengthen all OPNAV safety directives.

Subtask 4.1.2A. Conduct a comprehensive review of all OPNAV safety directives to ensure that oversight, enforcement and accountability are adequately addressed. Amplification: First task is to develop a list of OPNAVINSTs to be reviewed and the organization responsible for the review. Due date applies to the development of this list. Follow on due date for completion of review will then be set. *Lead Command: Operations Safety Support Committee (ESB), Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 October 2006. Status: Open.*

Objective 4.2. Promote command and workforce participation in OSHA's (Occupational Safety and Health Administration) Voluntary Protection Program (VPP), a safety management system.

Task 4.2.1. Promote participation in OSHA VPP.

Subtask 4.2.1A. Monitor progress of Navy sites that are participating in Defense Safety Oversight Council (DSOC) VPP Center of Excellence (CX). Amplification: Progress to be reported semiannually. First report due 1 Jul 06. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Voluntary Protection Program Working Group (VPP WG). Due date: Ongoing. Status: Open.*

Subtask 4.2.1B. Support the VPP WG as a vehicle to develop policy, disseminate information, provide feedback to the VPP CX, promote VPP in the Navy, identify barriers to VPP within the Navy, and serve as technical advisor to the VPP CX. Amplification: Progress to be reported semiannually. First report due 1 Jul 06. *Lead Command: Operations Safety Support*

Committee (ESB). Supporting Commands: Voluntary Protection Program Working Group (VPP WG). Due date: Ongoing. Status: Open.

Subtask 4.2.1C. Publicize command successes in achieving OSHA VPP recognition. Amplification: Echelon 2 to publicize achievement of VPP star status, as required. *Lead Command: Echelon 2 Commands. Supporting Commands: Naval Safety Center, Navy Office of Information (CHINFO). Due date: Ongoing. Status: Open.*

Objective 4.3. Ensure annual military and civilian performance evaluations noticeably address safety performance.

Task 4.3.1. Address safety performance as part of the Navy evaluation and fitness report process.

Subtask 4.3.1A. Revisit the "asset management" grading criteria block to the Navy evaluation / fitness report forms. *Lead Command: Executive Safety Board. Supporting Commands: Naval Personnel Command. Due date: 1 January 2007. Status: Open.*

Subtask 4.3.1B. Require that safety be addressed as a performance objective in performance evaluations for all DON civilians. Amplification: Note: (Civilian process under review by OPM). *Lead Command: Executive Safety Board. Supporting Commands: Program Executive Officer, National Security Personnel System (NSPS). Due date: 1 January 2007. Status: Open.*

Objective 4.4. Promote a partnership between HRO and safety offices to ensure that workers' compensation claims are managed effectively.

Task 4.4.1. Implement Naval Audit Service workers' compensation recommendations.

Subtask 4.4.1A. Human Resources (HR) develop policy to implement Naval Audit Services HR workers' compensation recommendations in the Report N2004-0034 "Reducing Lost Work Time Due to on the Job Injuries at Navy and Marine Corps Commands," available at <http://www.hq.navy.mil/navalaudit/>. Amplification: Coordinate with Navys' workers compensation manager. *Lead Command: OPNAV NI (Manpower and Personnel). Supporting Commands: OPNAV N10 (Financial Management). Due date: 1 April 2007. Status: Open.*

Subtask 4.4.1B. Safety and Occupational Health Professionals support workers' compensation program requirements by implementing the following paragraphs (para) of OPNAVINST 5100.23G: Para 0303.c (1) (r) 11, Para 0808.a(4), Para 1403.b, Para 1403.c, Para 1403.d, Para 1408, Para 1409, and Para 1410.a. *Lead Command: Echelon 2 Commands. Supporting Commands: NA. Due date: 1 April 2007. Status: Open.*

Objective 4.5. Establish policy at the base and regional levels to ensure accountability for the enforcement of safety regulations such as traffic safety.

Task 4.5.1. Establish policy at the base and regions to ensure accountability for the enforcement of traffic safety regulations.

Subtask 4.5.1A. Require base police to report all "on-base only" traffic violations to service members/employee command. Amplification: Incorporate reporting requirement in CNIC Region Instructions. Pursue revision of OPNAVINST 5100.12G/H to include reporting requirement. Note: (Similar to HASP report). *Lead Command: Navy Installations Command. Supporting Commands: Navy Regions. Due date: 1 July 2006. Status: Open.*

Subtask 4.5.1B. Ensure all regions produce a regional shore patrol report and periodically disseminates to all local commands. Amplification: HASP report currently used in the Hampton Roads area provides a good template. *Lead Command: Navy Installations Command. Supporting Commands: Navy Regions. Due date: 1 July 2006. Status: Open.*

Objective 4.6. Recognize safety achievement through awards.

Task 4.6.1. Improve recognition of safety achievement through awards.

Subtask 4.6.1A. Ensure that the CNO Safety Achievement Awards are aligned with the SECDEF's 75% reduction goals. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 October 2006. Status: Open.*

Subtask 4.6.1B. Develop guidelines for SECNAV RDA acquisition safety awards. Amplification: ASN RDA and DASN(S) have the lead for DON. Provide support as necessary. N09FB to provide necessary support. *Lead Command: NA. Supporting Commands: Naval Safety Center (N09FB), Systems Commands. NA. Due date: NA. Status: Open.*

Subtask 4.6.1C. Recognize OSHA VPP star status awardees at the SECNAV Safety Award Ceremony. Amplification: DASN(S) has the lead for DON. Also links to policy 4.2. *Lead Command: NA. Supporting Commands: Naval Safety Center (N09FB), Systems Commands. NA. Due date: NA. Status: Open.*

Subtask 4.6.1D. Investigate a recognition program for Mishap Free commands. Amplification: Program should encompass all mishap categories. Consider including a citation from SECNAV and invitation to regular aviation mishap free summits. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 October 2006. Status: Open.*

Subtask 4.6.1E. Review and standardize the safety awards process so that it more fully supports a strong safety culture. Amplification: Also links to Objective 4.1. Standardize within the enterprise. Awards system should more fully support the reporting of near misses and safety lessons learned. *Lead Command: Naval Safety Center. Supporting Commands: Enterprise Leads. Due date: 1 October 2006. Status: Open.*

Subtask 4.6.1F. Develop an awards program for submission of best practices. Solicit from Sailors' ideas and experiences. Amplification: Requires advertising. *Lead Command: Naval Safety Center. Supporting Commands: Enterprise Leads. Due date: 1 October 2006. Status: Open.*

Objective 4.7. Ensure the IG inspection processes effectively identify hazard recognition and hazard correction shortfalls.

Task 4.7.1. Make the NAVINSGEN/INSURV inspection process more effective.

Subtask 4.7.1A. Provide ESB periodic matrix explaining root causes of high post INSURV reoccurring discrepancies. *Lead Command: Bureau of Inspection and Survey (INSURV). Supporting Commands: Executive Safety Board. Due date: Ongoing. Status: Open.*

Subtask 4.7.1B. Include in the semi-annual reports an assessment of the echelon 2 programs to identify hazard corrections and control shortfalls of subordinates inspected. **Lead Command:** *Navy Inspector General*. **Supporting Commands:** *Executive Safety Board*. **Due date:** Ongoing. **Status:** Open.

Goal 5. Leverage new technologies and best practices to support mishap prevention.

Goal 5 of the Naval Safety Strategy seeks to leverage new technologies and best practices to reduce mishaps. The Navy tasks established to support goal 5 include improving the Navy's mishap reporting system, mishap reporting, and reporting, analysis and dissemination of best practices throughout the Navy.

Objectives & Tasks

Objective 5.1. Ensure the Web-Enabled Safety System (WESS) fully supports Commander and Commanding Officer data retrieval needs and reporting requirements capabilities.

Task 5.1.1. Improve the capabilities/integration of the Web-Enabled Safety System (WESS).

Subtask 5.1.1A. Conduct a zero-based review of WESS to determine if it meets the customer needs. Amplification: Independent review coordinated by NSC in cooperation with HQMC/SD. Review shall revisit the NAVSEA shipyard WESS DS requirement. **Lead Command: *Naval Safety Center*. Supporting Commands: *Echelon 2 Commands*. Due date: 1 October 2006. Status: Open.**

Subtask 5.1.1B. Convene a Configuration Control Board to evaluate temporary term reduction of required data fields during the zero based review period. Amplification: Reduction in required data fields will increase mishap reporting in the near term by balancing need for mishap analysis and leading indicators with the burden of inputting data on the user. **Lead Command: *Naval Safety Center*. Supporting Commands: *Echelon 2 Commands*. Due date: 1 June 2006. Status: Open.**

Subtask 5.1.1C. Review non-DON service safety reporting systems for like development issues. **Lead Command: *Naval Safety Center*. Supporting Commands: NA. Due date: 1 October 2006. Status: Open.**

Subtask 5.1.1D. Identify customer data retrieval needs and modify/update WESS to meet customer needs. Amplification: Identify customer needs by 1 Oct 06. Complete the task by the due date. **Lead Command: *Naval Safety Center*. Supporting Commands: *Echelon 2 Commands, Operations Safety Committee (ESB)*. Due date: 1 April 2007. Status: Open.**

Subtask 5.1.1E. Develop an operational/administrative chain of command database linked to WESS with the goal of achieving the ability to tailor mishap/hazard data to Navy commands as required. **Lead Command: *Naval Safety Center*. Supporting Commands: *Echelon 2 Commands*. Due date: 1 January 2007. Status: Open.**

Subtask 5.1.1F. Where appropriate, develop human factors and system design categories per DODI/SECNAVINST for WESS data retrieval, analysis and reporting. Amplification: Applicable instructions are DODI 5000.2 and SECNAVINST 5000.2. Need to address system design, link to human engineering and system engineering per DODI to support design improvement. Add analysis and reporting to ensure data is evaluated and communicated as information. **Lead Command: *Naval Safety Center*. Supporting Commands: *Naval Education and Training Command, Bureau of Medicine and Surgery*. Due date: 1 October 2007. Status: Open.**

Objective 5.2. Achieve 100 per cent reporting of mishaps and hazards.

Task 5.2.1. Improve mishap and hazard reporting training.

Subtask 5.2.1A. Develop and implement a long-term plan to train Navy personnel to use WESS and the OPNAVINST 5102/3750 reporting instructions. Amplification: Develop the plan by 1 Oct 06. Due date for implementation of the training will be set once the plan has been developed. *Lead Command: Naval Education and Training Command. Supporting Commands: Naval Safety Center, Naval Occupational Safety and Health, and Environmental Training Center.* Due date: TBD. Status: Open.

Subtask 5.2.1B. Develop and implement a short-term plan to provide WESS training to Navy personnel by use of MTTs in order to improve WESS reporting. *Lead Command: Naval Safety Center. Supporting Commands: NA.* Due date: Ongoing. Status: Open.

Subtask 5.2.1C. Establish a requirement for Navy-wide WESS training for Safety Officers. *Lead Command: Executive Safety Board. Supporting Commands: Naval Safety Center, OPNAV N17.* Due date: 1 October 2006. Status: Open.

Task 5.2.2. Improve mishap and hazard reporting accountability.

Subtask 5.2.2A. Identify and implement methodology for the timely reporting of reportable events via WESS. *Lead Command: Operations Safety Committee (ESB). Supporting Command: NA.* Due date: 1 October 2006. Status: Open.

Subtask 5.2.2B. Revisit MIR/SIR and endorsement timelines and make changes, as required. *Lead Command: Naval Safety Center. Supporting Commands: Echelon 2 Commands.* Due date: 1 July 2006. Status: Open.

Task 5.2.3. Improve mishap and hazard reporting procedures.

Subtask 5.2.3A. Ensure WESS data collection mirrors requirements contained in OPNAVINST 5102 series. Amplification: As OPNAVINST 5102 is updated, WESS data fields must be updated as well so that only the information contained in OPNAVINST 5102 is collected from Navy activities reporting mishaps. This subtask also supports Objective 1.1. *Lead Command: Naval Safety Center. Supporting Commands: NA.* Due date: 1 December 2006. Status: Open.

Subtask 5.2.3B. Conduct adequate field reviews and follow-up reviews to determine whether data reported via WESS is accurate. Amplification: This subtask also supports Objective 1.1. *Lead Command: Naval Safety Center. Supporting Commands: NA.* Due date: Ongoing. Status: Open.

Subtask 5.2.3C. Identify barriers to hazard reporting and make recommendations to remove barriers. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center.* Due date: 1 October 2006. Status: Open.

Subtask 5.2.3D. Develop a methodology to recognize and reward those units with timely and accurate levels of hazard reporting. *Lead Command: Operations Safety Committee (ESB). Supporting Commands: Naval Safety Center.* Due date: 1 April 2007. Status: Open.

Objective 5.3. Accelerate the research and development of technology that can be used to assist in identifying and combating identified human-factors causes.

Task 5.3.1. Implement DODI Human Factors analysis fleet-wide.

Subtask 5.3.1A. Fully incorporate Human Factors definitions in OPNAVINST 5102.1D for all categories and types of mishaps. *Lead Command: Naval Safety Center. Supporting Commands: Bureau of Medicine and Surgery. Due date: 1 April 2007. Status: Open.*

Subtask 5.3.1B. Implement use of DODI human factors analysis in all Mishap investigations. *Lead Command: Echelon 2 Commands. Supporting Commands: NA. Due date: 1 June 2007. Status: Open.*

Objective 5.4. Apply technological advances, such as the Military Flight Operations Quality Assurance (MFOQA) process, Integrated Maintenance Diagnostics/Health and Usage Monitoring System (IMD/HUMS), Operational Risk Management Assessment System (ORMAS), Coherent Analytical Computing Environment (CACE), and Computer-assisted Performance Assessment System (CAPAS), to improve aviation operational safety.

Task 5.4.1. Apply technological advances to improve aviation safety.

Subtask 5.4.1A. Continue to develop and refine technological programs such as: Military Flight Operations Quality Assurance (MFOQA) process, Integrated Maintenance Diagnostics/Health and Usage Monitoring System (IMD/HUMS), Operational Risk Management Assessment System (ORMAS), and Computer-assisted Performance Assessment System (CAPAS). Amplification: Provide periodic program updates to ESB to include ROI estimates to facilitate chain of command decision making on program continuation. *Lead Command: Naval Air Forces. Supporting Commands: Naval Air Systems Command. Due date: Ongoing. Status: Open.*

Objective 5.5. Evaluate and apply technological advances to improve ground tactical vehicle (recorders) and afloat operational safety (automated bridge technology/Surface Operational Quality Assurance (SOQA) safety).

Task 5.5.1. Apply technological advances to improve afloat and ground tactical safety.

Subtask 5.5.1A. Evaluate and provide guidance for application of technological advances that will improve ship safety, support improved human systems integration and reduce total ownership costs (TOC). Coordinate between users, SYSCOMs and PEOs to ensure risk factors are reviewed and communicated on technological alternatives. Amplification: FFC and NAVSAFECEN to establish/maintain liaison with major acquisition programs. *Lead Command: Program Executive Officers (PEOs). Supporting Commands: Applicable Systems Command, Program Executive Officers (PEOs). Due date: 1 April 2007. Status: Open.*

Subtask 5.5.1B. Evaluate and provide guidance for application of technological advances that will improve ground tactical, support improved human systems integration and reduce total ownership costs. Amplification: Partner with DASN(S). *Lead Command: Program Executive Officers (PEOs). Supporting Commands: Applicable Systems Command, Program Executive Officers (PEOs). Due date: 1 April 2007. Status: Open.*

Subtask 5.5.1C. Continue to research, develop and refine technological programs such as: Ground tactical vehicle (recorders) and afloat operational safety (automated bridge technology/Surface Operational Quality Assurance (SOQA) safety). Amplification: Partner with DASN(S). *Lead Command: Program Executive Officers (PEOs). Supporting Commands: Applicable Systems Command, Program Executive Officers (PEOs).* Due date: 1 April 2007. Status: Open.

Objective 5.6. Connect information systems in a comprehensive manner through Defense Safety Enterprise System (e.g. military injury databases).

Task 5.6.1. Provide Defense Safety Enterprise System Support.

Subtask 5.6.1A. Define safety data elements required to populate Defense Safety Enterprise System (DSES). Amplification: Conduct this work in conjunction with Enterprise Information and Data Working Group (DSOC). *Lead Command: Naval Safety Center. Supporting Commands: Echelon 2 Commands.* Due date: 1 October 2006. Status: Open.

Subtask 5.6.1B. Establish a working group to define the DSES functionality. Amplification: Provide input to the Enterprise and Data Working Group (DSOC). *Lead Command: Naval Safety Center. Supporting Commands: Echelon 2 Commands.* Due date: 1 October 2006. Status: Open.

Subtask 5.6.1C. Define Navy/USMC DSES functionality. Amplification: Conduct this work in conjunction with Enterprise Information and Data Working Group (DSOC). *Lead Command: Naval Safety Center. Supporting Commands: Echelon 2 Commands.* Due date: 1 January 2007. Status: Open.

Subtask 5.6.1D. Develop an automated method to send NSC Data to DSES. Amplification: Conduct this work in conjunction with Enterprise Information and Data Working Group (DSOC). *Lead Command: Naval Safety Center. Supporting Commands: NA.* Due date: 1 September 2007. Status: Open.

Objective 5.7. Evaluate and develop methodology to evaluate/report operational safety readiness (SORTS, DRRS, ORMAS).

Task 5.7.1. Develop operational safety readiness reporting.

Subtask 5.7.1A. Develop methodology to report operational safety as an input to operational readiness by all Navy Commands. *Lead Command: Operational Safety Committee (ESB). Supporting Commands: Enterprise Leads, Fleet Forces Command.* Due date: 1 April 2007. Status: Open.

Subtask 5.7.1B. Once methodology is developed, submit changes to the applicable directives. *Lead Command: Operational Safety Committee (ESB). Supporting Commands: Enterprise Leads, Fleet Forces Command.* Due date: 1 October 2007. Status: Open.

Objective 5.8. Plan procurement and implementation of a Safety and Occupational Health Management tool that includes WESS and other safety data systems for DON-wide availability.

Task 5.8.1. Implement a Safety and Occupational Health management tool.

Subtask 5.8.1A. Require interoperability among any Navy data bases used to record and manage mishap information or safety management tasks. Amplification: Support reduction of duplicative safety management and reporting management systems IAW logistics FAM application reduction goals. *Lead Command: Executive Safety Board. Supporting Commands: Naval Safety Center. Due date: 1 September 2006. Status: Open.*

Subtask 5.8.1B. Evaluate ESAMS for Navy-wide use as a tool for SOH management. *Lead Command: Operational Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 January 2007. Status: Open.*

Subtask 5.8.1C. Document the functionality of current Navy's Safety and Occupational Health management information systems used to report mishaps, track training, etc. Identify gaps between current system functionality and prioritized end user needs. Develop interoperability requirements between the systems or develop a single Enterprise-wide system for reporting mishaps and workers' compensation cases, tracking training, medical surveillance, etc. Management information systems also have to have the capability of creating a 'dash board' safety report. *Lead Command: Operational Safety Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 April 2007. Status: Open.*

Objective 5.9. Continue to expand the safety research initiatives, and look to explore other safety related research efforts, with the Naval Postgraduate School, other Navy and Marine Corps Commands, federal agencies and the private sector.

Task 5.9.1. Expand safety research initiatives.

Subtask 5.9.1A. Identify the various agencies that are available to do safety research. Amplification: Consider Center for Naval Analysis and Naval Audit Service as well as other agencies. *Lead Command: Naval Safety Center. Supporting Commands: Operational Safety Committee (ESB). Due date: 1 September 2006. Status: Open.*

Subtask 5.9.1B. Develop a list of safety research and analysis projects that can be nominated to agencies identified in subtask 5.9.1A. *Lead Command: Naval Safety Center. Supporting Commands: Operational Safety Committee (ESB). Due date: 1 September 2006. Status: Open.*

Subtask 5.9.1C. Nominate safety research and analysis projects to the agencies identified in subtask 5.9.1A using the list of topics identified in subtask 5.9.1B. *Lead Command: Executive Safety Board. Supporting Commands: Naval Safety Center. Due date: 1 September 2006. Status: Open.*

Subtask 5.9.1D. Investigate the feasibility and advisability of establishing a Center for Safety Analysis and Research. Amplification: This subtask also supports Objective 1.4 and 1.7. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Subtask 5.9.1E. Investigate the feasibility of establishing a Safety Board of Advisors. Amplification: This subtask also supports Objectives 1.5, 1.7 and 3.1. This gathering of Safety and risk management experts from various fields would be charged with presenting COMNAVSAFECEN with areas of concentration and bring on-going research and intervention efforts in other fields to the attention of the Navy and Marine Corps. This group would focus our

efforts and direct analysis projects. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: 1 January 2007. Status: Open.*

Objective 5.10. Collect and maintain a web-based data bank of Job Hazard Analysis (JHA) results as a resource for safety professionals.

Task 5.10.1. Web-enable Job Hazard Analysis (JHA).

Subtask 5.10.1A. Identify and/or develop a WEB-Based JHA databank. Amplification: Due date for identification is 1 Oct 06. Complete development by the due date. Ensure database is available to Navy Six Sigma Teams. *Lead Command: Operations Safety Support Committee (ESB). Supporting Commands: Naval Safety Center. Due date: 1 October 2007. Status: Open.*

Objective 5.11. Identify and disseminate safety best practices gained from other federal agencies and the private sector.

Task 5.11.1. Research, collect and disseminate best practices from outside DON.

Subtask 5.11.1A. Identify best practices in other public and private sector activities that have been proven successful in reducing mishaps. Amplification: Provide findings to the Ops Safety Cmte and Ops Safety Spt Cmte. This subtask also supports objective 1.1. *Lead Command: Naval Safety Center. Supporting Commands: Echelon 2 Commands. Due date: 1 January 2007. Status: Open.*

Subtask 5.11.1B. Review safety initiatives from other DoD services and outside agencies and analyze to determine most effective and adapt to Navy. Amplification: Provide findings to the Ops Safety Cmte and Ops Safety Spt Cmte. Also supports Objective 1.5. *Lead Command: Naval Safety Center. Supporting Commands: NA. Due date: Ongoing. Status: Open.*

Subtask 5.11.1C. On a yearly basis, review DoD and select private sector Best Practices for DON applicability. Present to ESB membership for concurrence, then implement throughout DON. *Lead Command: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Supporting Commands: Naval Safety Center. Due date: Ongoing. Status: Open.*

Goal 6. Link safety requirements to resources and prioritize safety initiatives based on their Return on Investment (ROI) and scope of impact on operational efficiency and effectiveness; leverage our Safety professionals to ensure effectiveness.

Goal 6 of the Naval Safety Strategy seeks to allocate appropriate resources to safety at both the enterprise (TYCOM) and corporate (CFFC) levels. This goal focuses on the importance of allocating resources to safety initiatives which have a measurable Return on Investment (ROI) and that increase readiness. It also focuses on identification of corporate/enterprise funding sponsors in order to improve DON's ability to identify safety program costs. The Navy tasks established to support goal 6 include establishing an OPNAV resource sponsor for safety and developing strong business case analyses so that money invested in safety has a high return on investment.

Objectives & Tasks

Objective 6.1. Issue policy guidance that identifies safety funding sponsors at the Echelon 2 and 3 leadership levels.

Task 6.1.1. More clearly delineate safety funding roles and responsibilities of leadership.

Subtask 6.1.1A. Establish an OPNAV resource sponsor for safety. Amplification: Draft decision paper for OPNAV resource sponsor. *Lead Command: Executive Safety Board. Supporting Commands: Naval Safety Center (N09F). Due date: 1 January 2007. Status: Open.*

Subtask 6.1.1B. Establish a safety funding subcommittee comprised of Echelon 2 and 3 representatives to define, identify, verify, and track all safety related expenditures across the FYDP. Amplification: Establish committee by July 06. Safety funding is currently embedded into the Operations and Maintenance Navy funding line and not earmarked for safety initiatives within the Echelon 2 and 3 leadership levels. This will in-turn provide the enterprise with real data on cost benefit/analysis when discussing ROI for safety initiatives v/s mishaps. This subtask also supports the attainment of Objective 6.4. *Lead Command: Executive Safety Board. Supporting Commands: Echelon 2 Commands. Due date: 1 January 2007. Status: Open.*

Subtask 6.1.1C. Establish separate and distinct funding lines for all identified safety-related requirements as defined by safety funding subcommittees. *Lead Command: Executive Safety Board. Supporting Commands: Naval Safety Center (N09F). Due date: 1 October 2007. Status: Open.*

Subtask 6.1.1D. Establish under the OPNAV safety resource sponsor a safety requirements shop to manage, track, allocate safety dollars in the Planning, Programming, Budgeting and Execution process. Amplification: Dependent on Task 6.1.1A. *Lead Command: Executive Safety Board. Supporting Commands: Naval Safety Center (N09F). Due date: 1 October 2007. Status: Open.*

Objective 6.2. Develop and require training for safety personnel to become proficient in the Planning, Programming, Budgeting, and Execution process.

Task 6.2.1. Improve the understanding of the planning, programming, budgeting and execution process among safety personnel.

Subtask 6.2.1A. Require completion of PPBE course offered through the NKO portal for Safety Managers at Echelon 2 and 3 levels of command. Find course on NKO. The DAWIA course or equivalent fulfills this requirement. **Lead Command:** *Echelon 2 Commands*. **Supporting Commands:** *Echelon 3 Commands*. **Due date:** 1 April 2007. **Status:** Open.

Objective 6.3. Develop business case analysis guidance for linking expenditures to expected benefits.

Task 6.3.1. Link safety expenditures to expected benefits through use of business case analyses.

Subtask 6.3.1A. Provide guidance delineating the criteria for the development of Business Case Analyses for selected safety initiatives. Amplification: Refer to CNO Corporate Business Council (CBC) website. NSC develops the criteria. ESB approves. **Lead Command:** *Executive Safety Board*. **Supporting Commands:** *Naval Safety Center*. **Due date:** 1 January 2007. **Status:** Open.

Subtask 6.3.1B. Publicize the return on investment (ROI) analyses performed in the Safety Success Stories as examples for developing the business case for safety. **Lead Command:** *Naval Safety Center*. **Supporting Commands:** NA. **Due date:** Ongoing. **Status:** Open.

Subtask 6.3.1C. Determine the process for allocating resources to safety initiatives with high ROI. Amplification: NSC draft process flow chart and obtain ESB approval. **Lead Command:** *Executive Safety Board*. **Supporting Commands:** *Naval Safety Center*. **Due date:** 1 June 2006. **Status:** Open.

Subtask 6.3.1D. Determine the process for allocating resources to safety initiatives with high ROI. **Lead Command:** *Executive Safety Board*. **Supporting Commands:** *Operations Safety Committee (ESB), Operations Safety Support Committee (ESB)*. **Due date:** Ongoing. **Status:** Open.

Objective 6.4. Embed safety in the budget process at both the Enterprise and corporate levels, ensuring cost of prevention and cost of mishaps are identified.

Task 6.4.1. Embed safety in the budget process at the enterprise and corporate levels.

Subtask 6.4.1A. Capture all safety prevention and mishap costs at the enterprise level. Amplification: NSC to prepare and submit a decision paper delineating the template for ESB approval. Enterprises to include: Aviation, Undersea Warfare, Surface Warfare, Special OPS, Shore Installations, Shore Industrial. **Lead Command:** *Enterprise Leads*. **Supporting Commands:** *Executive Safety Board, OPNAV, Navy Office of Budget (FMB), Naval Safety Center*. **Due date:** 1 September 2008. **Status:** Open.

Subtask 6.4.1B. Develop Budget Issue document (POM or PR) based on safety execution for inclusion in the 6.1 process. Amplification: Contingent on assignment of safety resource sponsor in subtask 6.1.1A. **Lead Command:** *Naval Safety Center*. **Supporting Commands:** *Echelon 2 Commands*. **Due date:** TBD. **Status:** Open.

Objective 6.5. Promote installation and military construction projects that will improve the safety of personnel living and working places.

Task 6.5.1. More effectively consider personnel safety during installation and MILCON project planning.

Subtask 6.5.1A. Publicize special project and MILCON mishap prevention and facilities system safety success stories, including a demonstration of return on investment, maintenance cost avoidance and increased work place safety. Amplification: Recurring requirement. Tie to annual report to OSHA. *Lead Command: Naval Facilities Engineering Command. Supporting Commands: NA. Due date: 1 October 2006. Status: Open.*

Subtask 6.5.1B. Publicize installation Mishap Prevention and Hazard Abate Program success stories and Return on Investment (ROI). Amplification: Recurring requirement. Tie to annual report to OSHA. *Lead Command: Naval Facilities Engineering Command. Supporting Commands: NA. Due date: 1 February 2007. Status: Open.*

Subtask 6.5.1C. Promote and stress occupational health, environmental safety and facility safety reviews in the planning documentation within the NAVFAC MILCON Team Planning Programming Process (NTP3). Amplification: Recurring requirement. *Lead Command: Naval Facilities Engineering Command. Supporting Commands: Navy Installations Command. Due date: 1 December 2006. Status: Open.*

Subtask 6.5.1D. Promote hazard abatement, mishap prevention, facility, occupational health and environmental safety through increasing scoring values within the MILCON Vision 20/30 Project Screening. Amplification: Assess scoring values. Consider building safety risk categories. *Lead Command: Navy Installations Command. Supporting Commands: Naval Facilities Engineering Command. Due date: 1 January 2007. Status: Open.*

Subtask 6.5.1E. Review, update and promulgate guidance to leadership to request hazard abatement funding. Amplification: Ensure hazard abatement sustained as critical to VPP recognition. *Lead Command: Naval Safety Center (N09F). Supporting Commands: Naval Facilities Engineering Command, OPNAV N46 (Ashore Readiness), Navy Installations Command. Due date: 1 April 2006. Status: Open.*

Objective 6.6. Integrate safety professionals into the organization to optimize their contribution to improve the effectiveness of the DON-wide safety program.

Task 6.6.1. Optimize the contributions of safety professionals to the mishap reduction campaign.

Subtask 6.6.1A. Conduct a comprehensive review of the placement of safety personnel in Navy organizations and define roles and responsibilities to support the mishap reduction campaign. Amplification: Subtask also supports accomplishment of Objective 4.1. FFC and CNIC to develop protocol for data call. *Lead Command: Echelon 2 Commands. Supporting Commands: NA. Due date: 1 October 2006. Status: Open.*

Subtask 6.6.1B. Based upon the comprehensive review, recommend optimal placement of safety professionals in Navy organizations. *Lead Command: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB). Supporting Commands: Echelon 2 Commands. Due date: 1 June 2007. Status: Open.*

Objective 6.7. Evaluate and develop training, recruitment and retention programs to enhance the overall professionalism of DON safety and occupational health personnel.

Task 6.7.1. Make programmatic improvements to DON's safety profession.

Subtask 6.7.1A. Implement the SECNAV Community Development Plan for Safety Professionals. Amplification: Expect DASN(S) to have the overall lead for DON. Supporting commands, provide support to DASN(S) as required. *Lead Command: OPNAV N11 Supporting Commands: Naval Safety Center (N09F), Naval Occupational Safety and Health, and Environmental Training Center.* Due date: NA. Status: Open.

Subtask 6.7.1B. Improve the expertise of Navy civilian and military safety personnel by implementing policies which promote and financially support professional certification, e.g. as Certified Safety Professionals (CSP) and Certified Industrial Hygienists (CIH). Amplification: Monitor the number of certified safety professionals annually. Review OPNAVINST 5100.23G and 5100.19. *Lead Command: Naval Safety Center (N09F). Supporting Commands: OPNAV N11, Bureau of Medicine and Surgery.* Due date: 1 August 2006. Status: Open.

Objective 6.8. Ensure leadership has the resources required to effect changes to shortfalls identified during cultural workshops, safety surveys and on-line command climate assessment surveys.

Task 6.8.1. Provide adequate resources to address shortfalls in the funding of safety initiatives.

Subtask 6.8.1A. Periodically review the findings of Culture Workshops, Safety Surveys and On-line Climate Assessment Surveys and conduct a gap analysis to identify necessary corrective actions. *Lead Command: Operations Safety Committee (ESB), Operations Safety Support Committee (ESB).* Supporting Commands: *Naval Safety Center.* Due date: 1 January 2007. Status: Open.

Subtask 6.8.1B. Develop a process to ensure that corrective actions identified by the gap analysis delineated in subtask 6.8.1A are effectively addressed/ implemented. *Lead Command: Echelon 2 Commands.* Supporting Commands: *Naval Safety Center.* Due date: 1 January 2007. Status: Open.

Subtask 6.8.1C. As required, determine funding solutions for the corrective actions identified in subtask 6.8.1B. Amplification: Also supports accomplishment of task 6.1. *Lead Command: Executive Safety Board.* Supporting Commands: *Operations Safety Committee (ESB), Operations Safety Support Committee (ESB).* Due date: 1 October 2007. Status: Open.

Objective 6.9. Mandate and resource traffic safety and off-duty safety programs under installation safety offices.

Task 6.9.1. Mandate and resource traffic safety and off-duty safety programs under installation safety offices.

Subtask 6.9.1A. Continue funding of current CNIC Traffic Safety and Recreation/Off-Duty programs/initiatives. Amplification: This subtask also supports Objective 1.1. **Lead Command:** *Navy Installations Command*. **Supporting Commands:** NA. **Due date:** 1 June 2006. **Status:** Open.

Subtask 6.9.1B. Identify resource shortfalls based upon requirements for all Traffic Safety and Recreation/Off-Duty policies and programs. Amplification: Requirements are in OPNSVINST 5100.12. Task is to review requirements to fully implement Navy Traffic Safety and Recreation/ Off-Duty programs and compare to current funding for these programs in order to identify all resource shortfalls. This subtask also supports Objective 1.1. **Lead Command:** *Operations Safety Support Committee (ESB)*. **Supporting Commands:** *Naval Safety Center, Navy Installations Command*. **Due date:** 1 October 2006. **Status:** Open.

Subtask 6.9.1C. Based upon resource shortfalls identified in subtask 6.9.1B, identify resources to fully implement Traffic and Recreation/Off-Duty programs and policies. Amplification: CNIC for the ongoing program and ESB is the lead for special initiatives. Once resource shortfalls are identified in Subtask 6.9.1B, Lead agent shall identify the means to fund these shortfalls. This subtask also supports Objective 1.1. **Lead Command:** *Executive Safety Board, Navy Installations Command*. **Supporting Commands:** *Operations Safety Support Committee (ESB)*. **Due date:** 1 October 2006. **Status:** Open.