DEPARTMENT OF THE NAVY
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MEMORANDUM FOR DISTRIBUTION

Subj: NAVY EXECUTIVE SAFETY BOARD (NESB) MEETING #1

Encl: (1) Key Issues and Action Tasks
(2) Minutes of the Meeting
(3) Navy Executive Safety Board (NESB) Attendees

1. As chairman of the Navy Executive Safety Board, my singular focus will be on protecting our people and equipment from senseless loss. Too often Navy mishaps have been a direct result of mistakes in judgment, decision making, and execution. They were each preventable, and yet the oversight, management and controls needed to mitigate inherent risks were simply not applied.

2. Operational Risk Management (ORM) provides a basis for managers to intervene and prevent mishaps from occurring. This is accomplished through a simple process of assessment and controls. We have concluded that across the Navy ORM is not uniformly understood or applied. The Navy Executive Safety Board will make it a priority to correct this.

3. When mishaps do occur, it is crucial that the accurate root cause or causes be determined and that corrective actions be applied to prevent mishaps from being repeated. As with the case of ORM, we have concluded that our collective understanding and application of root cause analysis and corrective action application is deficient. Once again, the Navy Executive Safety Board will make it a priority to correct this.

4. I will convene the Navy Executive Safety Board on a regular basis to assess our progress in both these priority areas. We recognize the inherent risks in what we do as a Navy. Properly risk managed, our operations should result in minimal losses. When losses do occur, follow-on actions must ensure that the mishap does not repeat itself. I need your help in tackling these fundamental safety actions, and your leadership to ensure ORM and critical self assessment become a fundamental part of our Navy culture.

R. F. Willard
R. F. WILLARD
Admiral, U.S. Navy

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