

CMDCM(SW/AW) Willie Glover. Nothing is undertaken without adhering to the principles of operational risk management (ORM).

Commander Elliott emphasized, "My philosophy embraces the ideology that every single crew member is considered a 'safety expert.' Each has another set of 'critical eyes' at their disposal and, as such, has the ability and responsibility to stand up and let folks know if something doesn't look, sound or appear safe. Bottom line: If something doesn't pass the 'safety litmus test,' then the process isn't done until a meeting of the minds can agree on a safe path to pursue."

Before every shipboard evolution, Cdr. Elliott reminds all hands (over the IMC, face-to-face, or both) they have these critical eyes and have a vested interest in the safety program and the readiness of FFG-39. The result is that *Doyle* Sailors have taken full custody and accountability for the ship's safety program.

Unlike many of their fleet counterparts, *Doyle* Sailors find time to focus on technical requirements, despite today's high operational tempo. "Formal instruction like the routine training the duty sections accomplish and the periodic stand-downs required by instructions make up only part of our focus," said Lt. Chad Fella, *Doyle's* operations officer. "We constantly remind ourselves to look out for one another and to ask, 'Is this the right way to do business?'"

"We believe in the adage, 'If you're too busy to do it right the first time, you'll have to make time for it a second time,'" he continued. "It ultimately saves time to do a check according to the maintenance-requirement card, rather than speed through it, just hitting the bare minimum requirements. With the latter method, you'll spend countless hours troubleshooting a faulted component." This attitude is evidenced by the reinforcement of standards and leadership that extends from the wardroom, chief's mess, leading petty officers, and on down through the crew.

Another item stressed aboard *Doyle* is that you often only get one chance to do things right. "All it takes," said Lt. Fella, "is a poorly executed lift to permanently injure the discs in your spine and condemn yourself to a life of back pain. When a two-person lift is involved, we remind our Sailors to make sure each other is lifting properly. The same 'look out for your shipmates' mentality also applies to using PPE."

Because *Doyle* is an older frigate, there's always a tendency, according to Lt. Fella, for Sailors to declare things "beyond hope" when they break. "We avoid that mindset, though," he explained, "by making sure our crew members understand you often don't get to schedule when you'll really need a fire pump or battle lantern. It has to be a way of life for you and your shipmates to survive." ■

USS Doyle's last reported mishap occurred March 22, 2006.—Ed.

The Secrets to Doyle's Success

When a Naval Safety Center survey team visited *USS Doyle*, they witnessed several best practices firsthand. Here is a list of some you perhaps can use to improve your own command's operational readiness and crew safety.

Working aloft/harness control (combat systems).

The ship's CE Division has instituted steps to make the aloft program easy to manage. For example, the program is centrally located and controlled within CE Division. Each and every harness, lanyard and climber-safety sleeve on the ship is serialized, along with corresponding individual bags for proper planned maintenance system (PMS) performance and documentation. Only qualified individuals are allowed to distribute and use safety harnesses for related operations. Regular training is conducted during distribution and return of all harnesses.

Ready service lockers (RSLs)/magazine maintenance (weapons). These areas are kept at the highest level of combat readiness. Daily magazine inspections are conducted, with discrepancies documented in a log and tracked for completion. In addition, PMS in the RSLs is completed and documented according to the fleet's 3-M program: knife edges are free of paint, there are no visible signs of rust, drain plugs aren't seized—they're hand tight, "No Smoking" placards are posted, and rubber gaskets show no signs of water intrusion. Combining personal pride with dedication to the job contributes to the continuing success of *Doyle's* CG Division.

Hazardous-material control and management (supply). Ensuring the correct materials are on board is essential to a ship's readiness. The first step in inventory management is making sure the full inven-

tory is posted in the hazardous inventory control system Windows (HICSWin) computer software. Tracking hazmat with HICSWin lets you know who checked out the material, what your on-hand balance is, and how much you need to reorder. HICSWin keeps track of high and low limits, thus ensuring the ship always has the quantities needed. One of the most important facets about HICSWin is that it prints out the material safety data sheet (MSDS); hazmat never should be issued without an MSDS. Disposing of used hazardous material is another important part of a successful hazmat program. Incorrectly stowing or labeling used hazardous material can cost the ship thousands of dollars, and not off-loading it in a timely and efficient manner eats up man-hours and takes away vital space aboard ship.

Respiratory-protection program (deck). All respirators are cataloged, maintained and stored according to OpNavInst 5100.19D. The respiratory-protection manager has a readily available binder with his designation letter; copy of training certificate; SOPs; and sheets identifying medical exam, fit-test, training dates, and respirator sizes for all qualified users. He also maintains a log of respirator issues and returns. Only qualified individuals are allowed to distribute respirators for required operations, and annual and periodic training is held during the distribution and return of all respirators.

Traffic and recreational/off-duty safety. Recreational and traffic topics are incorporated into all safety stand-downs and CO calls, which are held regularly before all holidays. Naval Safety Center messages are distributed to the crew and maintained on the command's safety bulletin board for convenient review. The command ensures all hands complete their NKO drive-for-life course by making it an inspection item during the division in the spotlight (DITS) program. Motorcycle safety also is addressed at all stand-downs, and new riders immediately are signed up for the on-base motorcycle-safety course. The safety officer ensures all riders maintain the required PPE and documentation. Both programs are assigned to junior officers (ensigns) to help develop their leadership skills and to highlight safety responsibility from the initial stages of their careers.

Wardroom. A command plan of actions and milestones (POA&M) is established to coordinate all maintenance and repair-related issues. Monthly meetings are held to ensure that all available resources are being exploited to achieve the maximum safety readiness.

Chiefs' Mess. The chiefs' mess uses the relational

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administration (RAdm) program to monitor and track all training, including safety, for associated divisions. This program allows the user to enter training and to receive updates on each individual's training periodicity.

3-M Coordinator. Safety is a major focal point during the ongoing 3-M self-assessments—continuous training is paramount to any successful program. From maintenance personnel to department heads, safety is stressed during every 3-M lecture or training session. What makes *Doyle's* 3-M program successful is the entire crew's involvement. Everyone from the CO to the most junior maintenance person is active, involved and knowledgeable, regarding their individual roles. As noted by the Afloat Training Group (ATG) assessors during the ship's 3-M certification assessment in November 2006, "USS *Doyle* has presented the best maintenance program this assessment team has seen in more than two years." ■