



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO

5100
Ser N454C/3U593700
13 JAN 93

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS
AND ENVIRONMENT)

Subj: FISCAL YEAR 1992 OCCUPATIONAL SAFETY AND HEALTH PROGRAM
REPORT TO THE U.S. DEPARTMENT OF LABOR, OCCUPATIONAL
SAFETY AND HEALTH ADMINISTRATION

Ref: (a) DASD (E) ltr of 9 Nov 92

Encl: (1) Report to the Occupational Safety and Health
Administration on the U.S. Navy Occupational Safety and
Health Program for Fiscal Year 1992

1. The annual Occupational Safety and Health Program Report for the U.S. Navy is provided in enclosure (1). This report was prepared in accordance with reference (a) for submission to the U.S. Department of Labor, Occupational Safety and Health Administration, via your office and the Office of the Deputy Assistant Secretary of Defense (Environment).


STEPHEN F. LOFTUS
Deputy Chief of Naval
Operations (Logistics)

OUTGOING MAIL RECORD

OPNAV 5216/4 (Rev. 1-79)

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OUTGOING DOCUMENT CLEARANCE BRIEFING SHEET

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SUBJECT: FY92 OCCUPATIONAL SAFETY AND HEALTH PROGRAM REPORT TO THE U.S. DEPT. OF LABOR, OSH ADMINISTRATION

BACKGROUND: BRIEFING (If required, list references and enclosures immediately below, in naval letter format. It is not necessary to list references and enclosures to the basic incoming and outgoing documents. Avoid duplication of information contained in the attached incoming or outgoing document or that inserted elsewhere on this sheet.)

ISSUE: Forward to the Occupational Safety and Health Administration (OSHA) our annual program report.

DISCUSSION:

- o OSHA requires each Federal Agency to submit a report annually on its occupations safety and health program, and specifies the format and content of the report.
- o We have prepared our report for fiscal year 1992 which covers mishap and compensation case experience, major program accomplishments, goals and objectives, future program plans motor vehicle safety, and recommendations to OSHA Federal Agency Program improvement.
- o We forward the report to ASN (I&E) for consolidation with the CMC report and forwarding to DOD.

COORDINATION: BUMED, NOSHIP, NAVFAC, NAVSAFECEN, NAVSAFESCHL.

RECOMMENDATION: N4 sign memo forwarding report to SECNAV (I&E).

CONTINUED ON PAGE 2

SIGNATURE

CLINT T. MAISH

OFFICE CODE AND OR TITLE

N454C/(703) 602-2579

DATE

12/30/92

This sheet is unclassified when removed from described material, unless entry or classified information requires classification of this sheet

CLASSIFICATION OF THIS SHEET ONLY (Stamp)

Agency Annual Report
Occupational Safety and Health Program

FISCAL YEAR 1992

Name of Agency	<u>Department of the Navy</u>
Name of Component	<u>U.S. Navy</u>
Address	<u>The Pentagon</u> <u>Washington, D. C. 20350-2000</u>
Number of Employees covered by this report	<u>282,751</u> (Civilian Average)
Name of individual responsible for the occupational safety and health program of the agency or component covered by this report	<u>VADM S. F. Loftus, USN</u>
Telephone number of this individual	<u>(703) 695-2154</u>
Title of this individual	<u>Deputy Chief of Naval Operations (Logistics)</u> <u>(N4)</u>
Point of contact for this report	<u>Clint Maish, N454C</u> <u>(703) 602-2579</u>

Enclosure (1)

CHIEF OF NAVAL OPERATIONS
SAFETY AND OCCUPATIONAL HEALTH BRANCH

REPORT
TO THE
OCCUPATIONAL SAFETY
AND
HEALTH ADMINISTRATION
ON THE
U.S. NAVY
OCCUPATIONAL SAFETY
AND HEALTH PROGRAM
FOR
FISCAL YEAR 1992

WASHINGTON, D.C. 20350-2000

U.S. NAVY OCCUPATIONAL SAFETY AND HEALTH
PROGRAM REPORT FOR FISCAL YEAR 1992

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1. Major Command and Industrial Activity Accidental Performance in Meeting Occupational Injury and Illness Reduction Goals in Fiscal Year 1992
2. Navy Occupational Safety and Health and Hazardous Material Control and Management Navy Training Plan (NTP S-40-8603B)
3. CNO ltr 5100 Ser 454C/2U602098 of 3 Sep 92, Occupational Injury and Illness Reduction Program for Fiscal Year 1993
4. CNO Strategic Planning Guidance for Safety and Occupational Health
5. CNO ltr 5100 Ser 04/2U593640 of 13 Mar 92, Importance of Navy Occupational Safety and Health During Downsizing

U.S. NAVY
OCCUPATIONAL SAFETY AND HEALTH PROGRAM REPORT
FOR FISCAL YEAR 1992

SECTION 1

STATISTICAL SUMMARY AND ANALYSIS

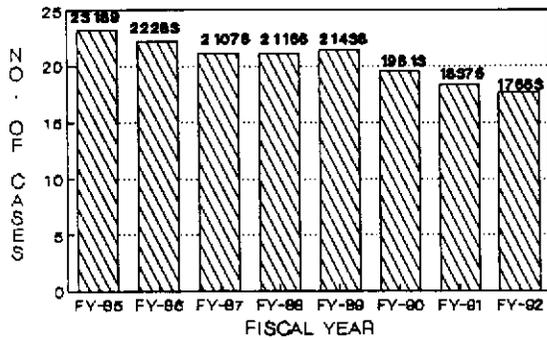
A. WORKERS' COMPENSATION INJURY/ILLNESS STATISTICS. Figure 1 (next page) provides a summary of our injury compensation claims experience since 1985 for both total cases filed and lost time cases. Attachment 1 contains a more detailed analysis of the claims for fiscal year (FY) 1992. This information is obtained from Office of Workers' Compensation Programs (OWCP) Federal Employees Compensation Act (FECA) Reports. As shown in Figure 1, our total claims experience has declined 23.8 percent since FY 1985, and our lost time claims experience has declined 26.4 percent. Figure 2 contains a summary of our compensation costs and continuation of pay costs for the last seven years. While our compensation costs have risen, we have been able to reduce our continuation of pay costs by over 38 percent. In addition, as shown in Figure 3, we estimate that at least \$ 228 million in compensation costs have been avoided since 1984 due to our efforts and achievements in occupational injury/illness reduction. When medical cost inflation is considered, there has been a significant cost savings in constant (FY 1985) dollars. Figure 4 charts claims involving medical charges during the 1992 billing year by nature of injury. Figure 5 charts actual case experience and trends for each quarter since 1985.

B. MISHAP STATISTICS. Figure 6 contains case and trend data for occupational lost workday mishaps and occupational fatalities. This information is based on reports submitted by activities to the Naval Safety Center using standard mishap reporting criteria. This data differs significantly from FECA reports since it is based only on valid occupational injuries/illnesses that occurred during the fiscal year (rather than all cases filed during the year). In addition, for reporting and analysis purposes, we use the term lost workday case vice lost time case. A lost workday case is a case where more than 8 hours of work time is lost after the day of injury. We require mishap reports to be submitted to the Naval Safety Center for all cases involving five or more lost workdays. Our fatality data base also contains only valid occupational U.S. Navy civilian fatalities that actually occurred during the fiscal year. The information that follows also comes from our Naval Safety Center mishap data base.

C. ANALYSIS OF OCCUPATIONAL MISHAP REPORTS FOR FY 1992.

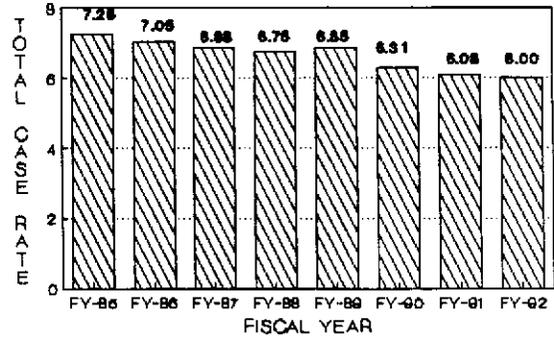
o The overall Navy civilian lost workday case rate has decreased significantly since FY 1988. Both the declines in the number of serious lost workday cases and the lost workday case frequency rate are consistent with our overall reductions in FECA cases and reflect our efforts, achievements and emphasis on mishap reduction through occupational safety and health (OSH)

TOTAL INJURY CASES
(FROM OWCP FECA TABLE #2 REPORTS)

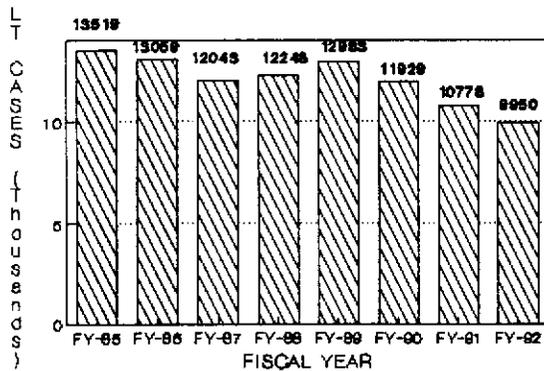


23.8% REDUCTION FROM FY-85 TO FY-92

TOTAL CASE RATES
(CASES PER 200,000 HOURS WORKED)



LOST TIME CASES
(FROM OWCP FECA TABLE #2 REPORTS)



26.4% REDUCTION FROM FY-85 TO FY-92

LOST TIME CASE RATES
(CASES PER 200,000 HOURS WORKED)

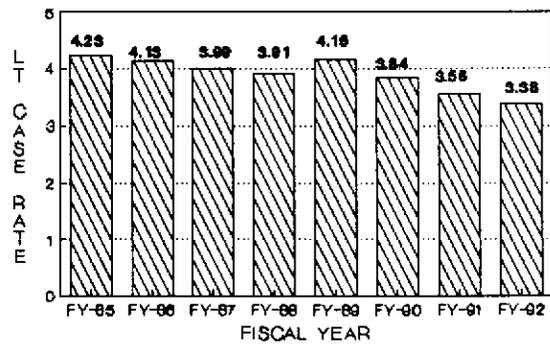
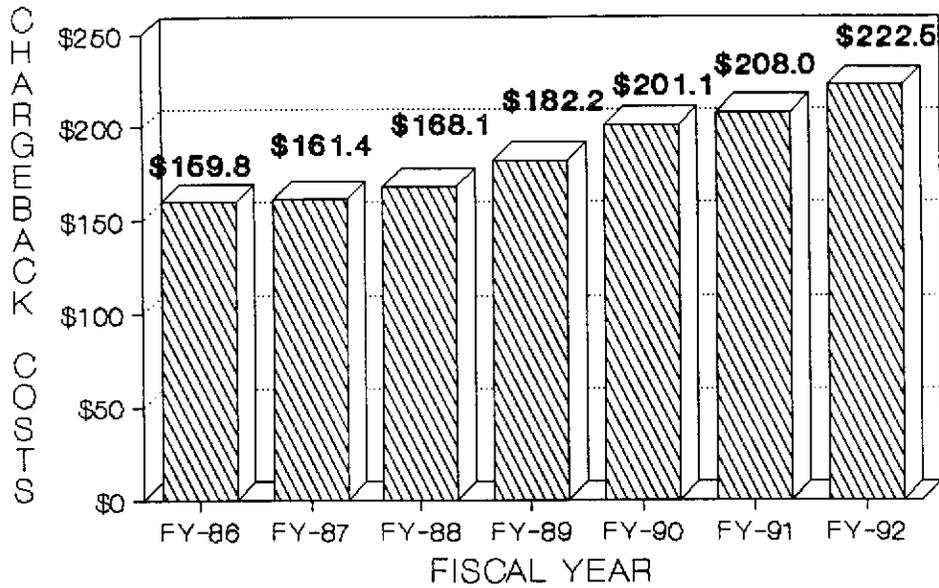


FIGURE 1

CHARGEBACK COSTS (\$ MILLIONS)



Source: OWCP Chargeback Reports

CONTINUATION OF PAY (\$ MILLIONS)

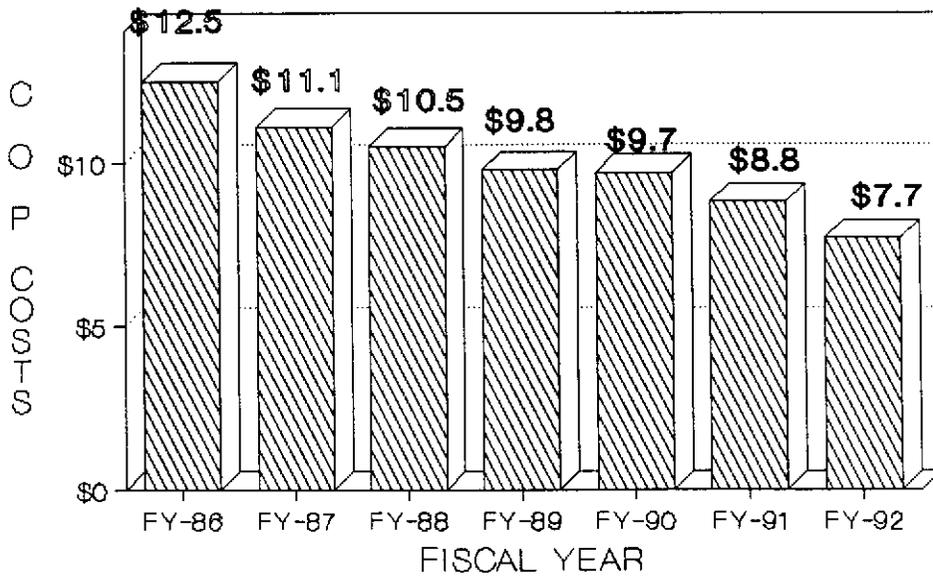


FIGURE 2

INJURY COMPENSATION COSTS

(CASES AND PAYMENTS UNDER FECA)

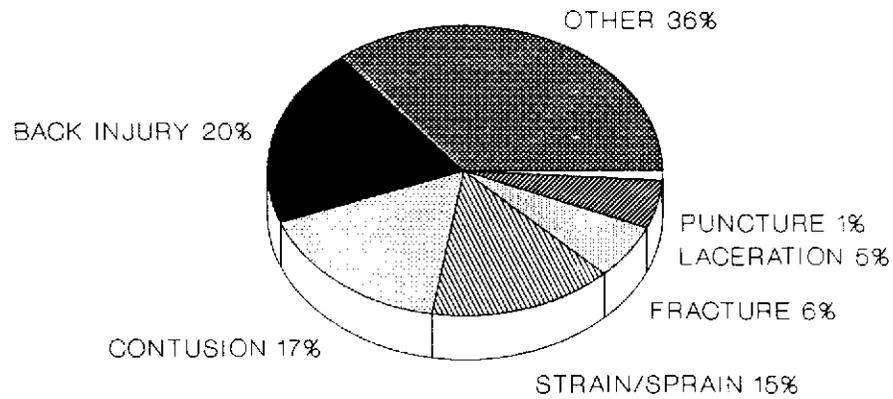
(1984 CASES = 23379)

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
# OF CASES	23189	22283	21076	21166	21438	19613	18375	17663
PAYMENTS (\$MIL)	146	160	161	168	182	201	208	223
AVG. COST PER CASE (ACTUAL/THEN YEAR)	6296	7180	7639	7937	8489	10248	11320	12625
AVG. COST PER CASE (\$ CONSTANT)	6296	6527	6313	5964	5798	6361	6388	6398
EST. PAYMENTS W/O CASE REDUCTION (\$MIL)	<u>147.2</u>	<u>167.9</u>	<u>178.6</u>	<u>185.6</u>	<u>198.5</u>	<u>240.0</u>	<u>264.6</u>	<u>295.2</u>
EST. COST AVOIDANCE (\$MIL)	1.5	8.1	17.2	17.5	16.3	38.9	56.6	72.2

(TOTAL SAVINGS \$228.3)

NATURE OF INJURY

1992 CASES WITH MEDICAL CHARGES*



*Billings to OWCP

ALL CASES WITH MEDICAL CHARGES IN 1992

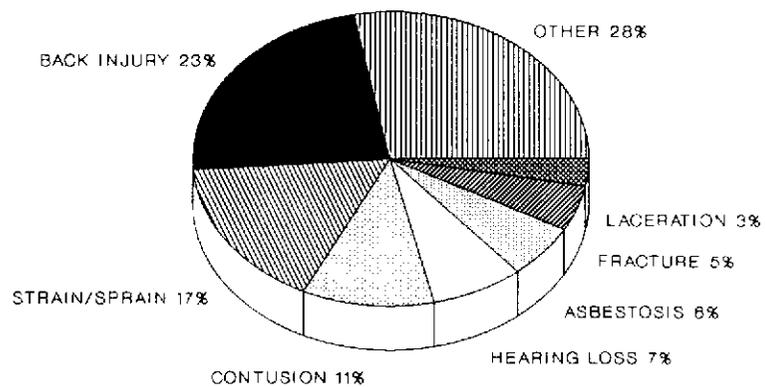
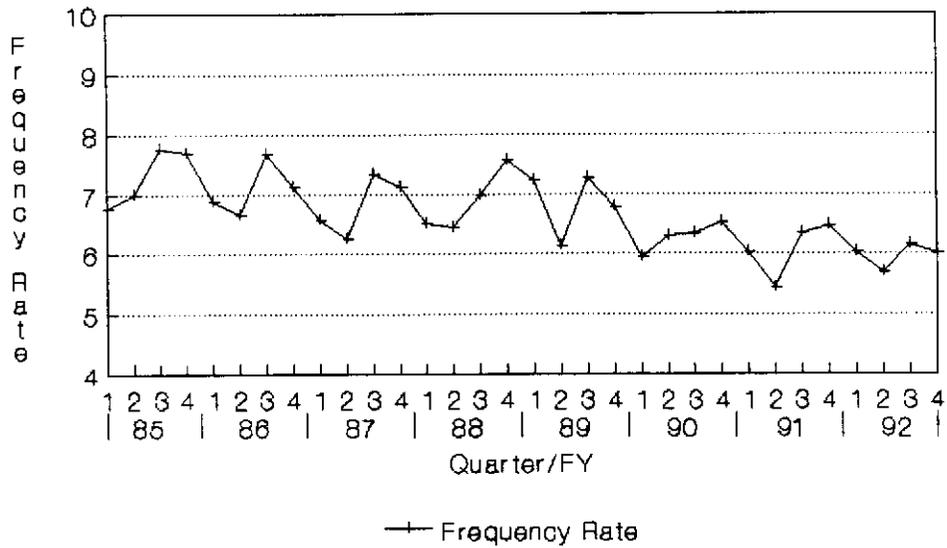


FIGURE 4

NAVY INJURY CASE RATE CHART



Source: FECA Table #2 Data

NAVY INJURY CASE RATE TREND CHART

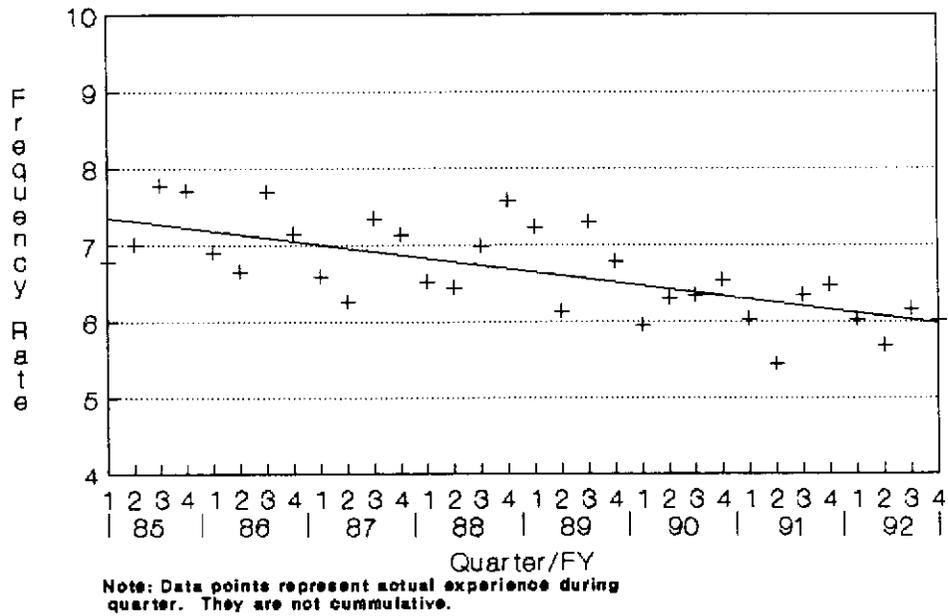
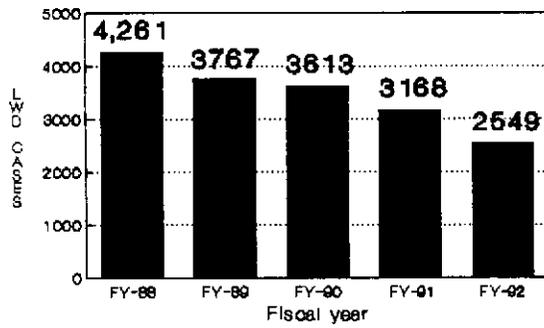
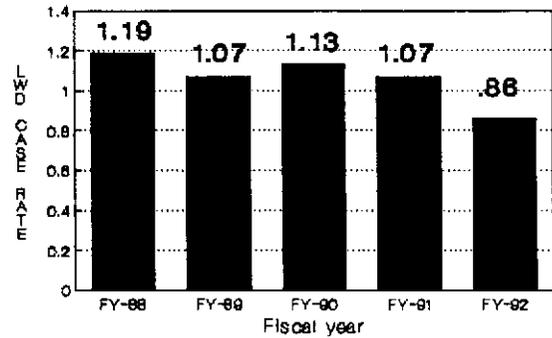


FIGURE 5

LOST WORKDAY CASES 5 OR MORE LOST WORK DAYS

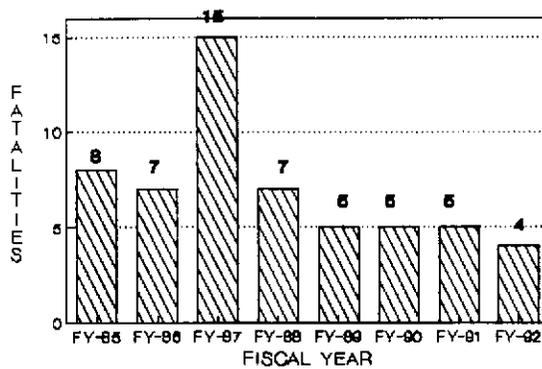


LOST WORKDAY CASE RATES* Per 200,000 Hours Worked



*CASES WITH FIVE OR MORE LOST WORK DAYS

FATALITIES



Source: Naval Safety Center Mishap Data

FATALITY RATES (PER 200,000 HOURS WORKED)

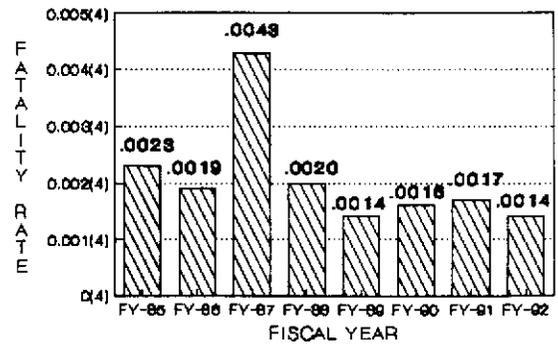


FIGURE 6

program improvement. Almost one half of our lost workday cases continue to be experienced at the naval shipyards, naval aviation depots, and public works centers. These activities employ over 32 percent of the Navy civilian workforce.

o As shown in Figure 6 above, the Navy experienced four occupational fatalities to U.S. Navy civilians in FY 1992, and additionally there was one civilian fatality as a result of an on-duty private motor vehicle accident. All fatalities were from separate incidents. Two of the occupational fatalities involved crane and rigging operations; one individual was electrocuted when a crane boom struck an overhead energized power line, and the other fatality occurred when the employee was struck by an improperly rigged accommodation ladder. One worker died when he was run over by a straddle truck after he fell into its path, and another was killed when a timber from a deep water float separator, under which he was laying to perform work, fell and struck him on the head.

o Figures 7 and 8 provide charts based on the analysis of data of our serious lost workday mishaps. There are no significant trends from past years, although the number of injuries involving strain and sprains have declined, as well as the percentage of back injuries. The majority of lost work day mishaps continue to result in strains and sprains (52 percent), overexertion continues to be the most frequent source of injury (43 percent), and backs continue to be the most frequent body

FY-92 LOST WORK DAY CASES
(5 or more days lost)

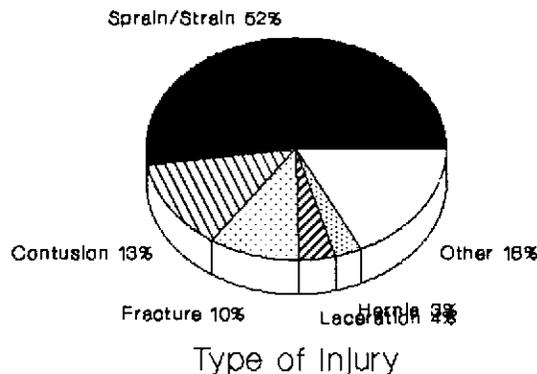


FIGURE 7

FY-92 LOST WORK DAY CASES (5 OR MORE DAYS LOST)

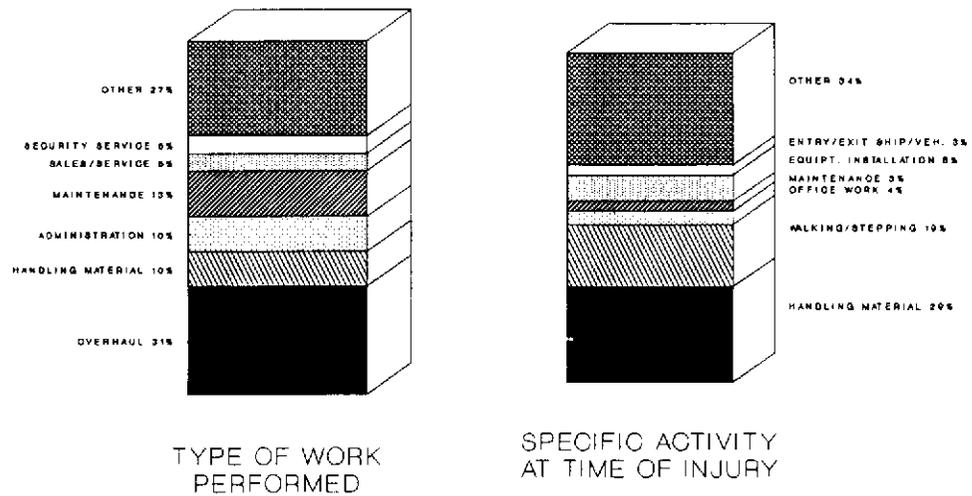
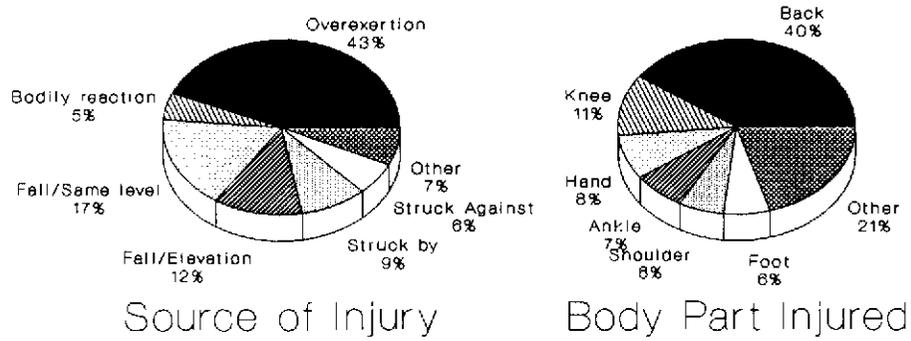


Figure 8

part injured (40 percent). As in past years, the most frequent type of work being performed when injury occurs is overhaul work or material handling, accounting for approximately 41 percent of lost workday cases. 29 percent of the lost workday mishaps involved lifting, carrying or moving objects, and 19 percent of the cases occurred while walking or stepping. As discussed in Section 2, Part H, on page 20, we have targeted special mishap reduction efforts to back injury prevention and ergonomics.

o We believe our overall achievements in mishap reduction, continuation of pay reduction, and FECA cost avoidance can be attributed to our long term emphasis on mishap reduction through OSH program improvement as discussed in Section 2 below. Key efforts include improving injury compensation case management, emphasizing back injury prevention and ergonomics, our strong emphasis on training improvement, and our oversight inspection/evaluation efforts.

SECTION 2

OSH ACCOMPLISHMENTS AND INITIATIVES

INTRODUCTION. Our programs and initiatives have been directed to reducing our claims and mishap experience and improving the overall working environment for our employees. Our interest is in both reducing costs and improving employee well-being. We have used detailed analyses of our mishap, claims and inspection experience to target program initiatives. The following discussion outlines major programs and initiatives last year.

A. INSTRUCTIONS. NAVY OCCUPATIONAL SAFETY AND HEALTH (NAVOSH) PROGRAM MANUAL, OPNAVINST 5100.23C. Our revised NAVOSH Manual was completed during the year and was signed on 2 November 1992. A copy will be forwarded by separate correspondence. Figure 9 below summarizes the more significant changes in the manual. We emphasize total quality management concepts in the revised manual as much as possible. We have institutionalized the OSH Program Improvement Plan (OSHPIP) concept and require it as the method for determining goals and objectives and establishing targeting plans. The manual contains new standards on ergonomics, lockout/tagout, confined space entry, manmade mineral fibers, and polychlorinated biphenyls. In addition, as discussed in Part B below, we have incorporated occupational mishap investigation, recording and reporting into the manual.

OPNAVINST 5100.23C

- SIGNED 2 NOVEMBER 1992
- 6 NEW CHAPTERS
 - ✓ ERGONOMICS
 - ✓ LOCKOUT/TAGOUT
 - ✓ CONFINED SPACE
 - ✓ PCB'S
 - ✓ MAN-MADE MINERAL FIBERS
- TQL CONCEPTS ADDED
 - ✓ OSHPIP
 - ✓ COMMITTEES
 - ✓ TRAINING
- ALL OCCUPATIONAL MISHAP REPORTING/RECORDING/
INVESTIGATION REQUIREMENTS ADDED
- NEW FORMAT
- INSPECTION/ABATEMENT PROCESS REVISIONS

FIGURE 9

B. MISHAP INVESTIGATION AND REPORTING. We totally revised our occupational mishap investigation, recording and reporting program last year. This effort culminated several years of work to provide a better program to identify causes and preventive measures. Figure 10 below summarizes our accomplishments in this area. Our new program, as incorporated into the NAVOSH Manual, provides a new investigative report which emphasizes quality investigation and identification of causal factors. We have greatly enhanced our initiative of team investigation of our most serious mishaps and have been providing our safety professionals specialized training in investigation techniques. This training emphasizes Management Oversight and Risk Tree Analysis (MORT) analytical techniques. While continuing our efforts at automating FECA case information to provide better data for analysis, we have also provided standard analytical software for our major commands and industrial activities to perform analysis. We continue to emphasize the use of statistical process control (SPC) in our efforts, and have been providing specialized training to our safety managers in SPC.

MISHAP INVESTIGATION/REPORTING

- ✓ OCCUPATIONAL MISHAP REPORTING
INCORPORATED INTO OPNAVINST 5100.23C,
CHAPTER 14 (NAVOSH MANUAL).
- ✓ NEW REPORTING FORMAT. FORMAT EMPHASIZES
INVESTIGATION OF CAUSAL FACTORS
- ✓ COMMAND HEADQUARTERS INVESTIGATION TEAMS
REQUIRED FOR "MAJOR" MISHAPS
- ✓ REVISIONS TO LOGS/SUMMARIES
- ✓ FECA AUTOMATION AT NAVAL SAFETY CENTER -
NEW DATA SYSTEMS AND ANALYSIS
- ✓ MORT AND MISHAP INVESTIGATION TRAINING
- ✓ STATISTICAL SOFTWARE/STATMAN

FIGURE 10

NAVINGEN OSH OVERSIGHT INSPECTIONS

	Satisfactory	Marginal	Unsatisfactory
FY83	56 (64.3%)	13	18
FY84	70 (76.9%)	10	11
FY85	80 (80.8%)	9	10
FY86	82 (81.2%)	15	4
FY87	87 (82.9%)	13	5
FY88	88 (87.2%)	7	6
FY89	94 (94.0%)	1	5
FY90	93 (96.8%)		3
FY91	93 (91.2%)		9
FY92	98 (95.1%)		5

* Marginal ratings stopped after FY89

OSH OVERSIGHT INSPECTION RESULTS FISCAL YEARS 85 TO 92

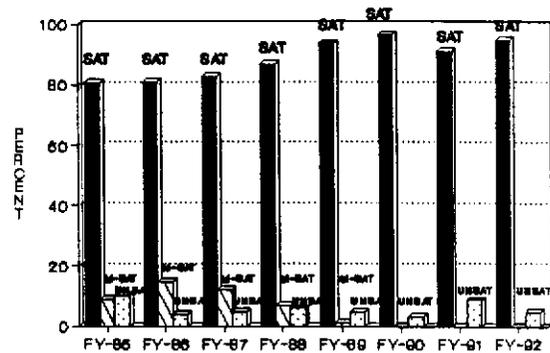


FIGURE 11

C. THE NAVY INSPECTION PROGRAM. Our three tiered inspection process has been designed not only to ensure compliance with Federal and Navy standards and policies, but also to assess the overall effectiveness of programs and implementation. Activities are required to maintain local programs requiring all workplaces to be inspected annually. In addition, risk assessments must be made of all workplaces and more frequent inspections scheduled as warranted by the level of risk. All hazards identified during inspections must be properly documented and reported, and entered into abatement programs for correction. Activities must also conduct internal reviews of program effectiveness. At the command level, commands are required to conduct periodic program management evaluations of their subordinate activities. Our primary monitoring device to measure program effectiveness, and ensure compliance is through the NAVOSH Oversight Inspection Program. This program continues to be the core of our compliance efforts and is managed under the auspices of our Inspector General. Since its inception in 1979, over 1200 oversight inspections have been conducted. Figure 11 above provides summary information charts on this program.

o During FY 1992, 103 oversight inspections were conducted at our shore activities. These inspections were unannounced and conducted by teams of professional safety and industrial hygiene personnel. We have issued detailed evaluation guides for inspections which outline each program requirement. On each oversight inspection, 27 administrative programs are reviewed for compliance, and oversight walkthrough reviews of worksites are

made to evaluate program implementation and compliance with standards at the work unit level.

o Since FY 1989, we have used a quantitative scoring system to rate the compliance status of the NAVOSH program at each activity inspected. Administrative and workplace compliance are weighed equally in scoring, and an overall score of 75 or higher is required for a satisfactory rating. We have now completed four years of inspections under the quantified scoring system and feel we have good baseline data to measure future inspection trends. As shown in Figure 12 below, the mean score for FY 1992 was 88 percent.

o We feel our oversight inspection program is without peer and serves as a driving force in our efforts to provide safe and healthful workplaces for all Navy personnel. We continually try to improve and enhance this program. Formal reports are issued by the Inspector General for each inspection, and submitted to the Secretary of the Navy. Attention and concern is high at all levels of command for this program.

o As you can see in Figure 11 and 12, compliance and performance has remained relatively consistent since FY 1989. Our satisfactory rating level for FY 1992 was slightly over 95 percent. A summary of the findings of these inspections reveals that the most common workplace deficiencies in rank order were

NAVINGEN OVERSIGHT INSPECTIONS FISCAL YEAR 1989 TO 1992

	1989	<u>1990</u>	<u>1991</u>	<u>1992</u>
INSPECTIONS	85	85	87	90
REINSPECTIONS	7	1	5	8
FOLLOWUPS	8	10	10	6
TOTAL INSPECTIONS	----- 100	----- 96	----- 102	----- 103
MEAN SCORE	86.8	88.0	87.0	88.0

FIGURE 12

hazardous material control and management, electrical safety, machine guarding, weight handling, and respiratory protection. The most frequently observed program deficiencies were mishap reporting, hazard abatement, inspection, industrial hygiene, training, and hazardous material control and management.

o We completed our second year of our process of program management review at the major command headquarters. The purpose of these reviews is to evaluate the level of OSH management support provided to subordinate activities and recommend actions for program improvement. Using total quality management and leadership concepts, our intent is to not only assist activities in regulatory compliance but also to increase the quality of programs and mishap reduction efforts. Four major commands received reviews during the year.

D. HAZARD CORRECTION (DEFICIENCY ABATEMENT) PROGRAM

o An integral part of our mishap prevention program is the correction of workplace hazards identified during inspections, investigations, evaluations, oversight inspections, and as a result of employee hazard reports. Our program to correct hazards and improve the workplace is explained in the NAVOSH Program Manual (OPNAVINST 5100.23C) and the NAVOSH Deficiency Abatement Program directive (NAVFACINST 5100.14A). The Naval Facilities Engineering Command (NAVFAC) has lead responsibility for administering our centrally funded and managed program to abate major deficiencies.

o Expenditures by NAVFAC in FY 1992 under the centrally funded NAVOSH Deficiency Abatement Program were \$17.8 million for approximately 315 projects, including individual facilities projects, and several program improvement studies or projects. From 1979 to 1992, over \$247 million has been expended under our centrally managed program to correct serious workplace deficiencies. Projects funded include asbestos removal, industrial ventilation improvements, noise abatement, electrical safety hazard removal, and hazardous material control and storage.

o Outyear target projections for the NAVOSH Deficiency Abatement Program are as follows:

FY 93	\$17.1 million
FY 94	\$18.4 million
FY 95	\$15.9 million
FY 96	\$9.4 million
FY 97	\$11.8 million
FY 98	\$14.4 million

Program focus in FY 1993 will be to continue to improve service to shore activities in executing local deficiency abatement projects. In addition, during the year, we will begin offering a course to train local asbestos program coordinators in asbestos management practices.

NAVOSH TRAINING

NEW PROGRAMS AND ACTIONS

- o STANDARDIZATION AND ORGANIZATION
 - THE NAVY TRAINING PLAN (NTP)
NTP 2-40-8603B
- o BASIC SHORE REQUIREMENTS
 - OPNAVINST 5100.23C, CHAPTER 6
- o NAVOSH TRAINING STEERING COMMITTEE
- o WORKING GROUPS
 - SHORE, AIR, SUBMARINE AND SURFACE
- o RELOCATION OF SAFETY SCHOOL
- o STANDARD COURSES AND PLANS
- o OSHA TRAINING INSTITUTE AND NIOSH
- o CAREER DEVELOPMENT/INTERN PROGRAM

Figure 13

E. TRAINING

Figure 13 above summarizes our NAVOSH training program. The following is a summary of training accomplishments and initiatives in FY 1992:

- o The Naval Safety School officially commenced as a Navy command with a Medical Service Corps Officer assigned as the commanding officer on 1 October 1991. The school was relocated to Norfolk, Virginia, in order to place it in an area of high Navy population and better serve fleet and shore training needs. Actions continued to increase professional staff and improve assigned facilities.

- o The revised Navy Training Plan (NTP) for NAVOSH and Hazardous Material Control and Management was published. The revised plan incorporates all hazardous material training requirements and includes significant additions in shore, operational and workplace training (see Attachment 2).

- o We are managing the training process through the NAVOSH Training Steering Committee which acts as the quality management board (QMB) for safety training. It is established through the NTP as a means of providing broad command input into the training process. The Steering Committee is supported by four working groups (acting as process action teams (PATs)) representing the four communities in the Navy (air, ships, submarines and shore).

Through these groups, requirements are identified, defined and incorporated into the NTP for development and implementation. Numerous changes and additions were made to Naval Training Plan actions during the year based on reviews and recommendations made by the working groups.

- o We continued our emphasis on significantly improving training, especially afloat, with continued course review, and development of standard videotapes for distribution to both fleet and shore commands. Naval Safety School courses were prioritized for review and 12 audits were made on the highest priority courses from the standpoint of improving their quality. Standard videotapes were distributed throughout the U.S. Navy on hazardous material control and management, electrical safety, and lockout/tagout. As part of the revision of the NAVOSH manual, all training regulations were reviewed and updated.

- o The NAVOSH career development plan, drafted in FY 1991, was finalized and approved, and work continued on the development of an intern program for safety and occupational health personnel. The purpose of these programs is to improve the professionalism of our OSH staffs.

- o Specialized occupational health training was provided on asbestos fiber counting, respiratory protection program management, heat stress afloat, hearing conservation, and hazardous material. Approval was obtained from the National Institute for Occupational Safety and Health (NIOSH) to allow the Navy to present spirometry training in 1993, and negotiations continued with NIOSH to allow us to teach other NIOSH courses in the future.

- o Finally, we developed and distributed an assessment survey on computer assisted instruction in our effort to provide that type of standardized safety training throughout the Navy.

F. HAZARDOUS MATERIAL CONTROL AND MANAGEMENT (HMC&M) PROGRAM

- o We continued implementation of our Hazardous Material Control and Management (HMC&M) Program during the year. The HMC&M program is designed to establish life cycle control of hazardous material in compliance with OSHA Hazard Communication and EPA environmental regulations. Our intent is to limit the number and quantities of hazardous material used, reduce levels of hazard, and thus significantly reduce hazardous waste generation and costs.

- o As part of our HMC&M program, all major commands were required to develop plans of action and milestones for implementation. These plans were reviewed, revisions made, and a revised master Navywide program implementation plan was developed and issued. Efforts continued on the development of a master authorized use list of hazardous materials (inventory) in order to provide control on the introduction of these materials, as well as initiatives to improve labeling and material safety data sheet accuracy.

G. OCCUPATIONAL HEALTH AND INDUSTRIAL HYGIENE

We continued to aggressively pursue improvements in our occupational health and industrial hygiene programs during FY 1992. In pursuit of the goals we defined last year, the following accomplishments were made:

- o Technical Manuals/Instructions. During 1992, new technical manuals were issued on prevention of heat and cold stress injuries, reproductive hazards in the workplace, and ultraviolet radiation. Our efforts to update the Field Operations Manual in Occupational Medicine and Industrial Hygiene, begun in 1991, continued. In addition, an analysis of Navy compliance with the OSHA revised permissible exposure limits (PEL) was completed in September 1992.

- o Staffing, Productivity, and Effectiveness Study. Our staffing, productivity, and effectiveness study for occupational health continued for the third year. Revised staffing standards for industrial hygienists, technicians, laboratories, physicians and occupational health nurses were completed and include, for the first time, support for the U.S. Navy fleet. In addition, the study provided 30 program recommendations to improve occupational health and industrial hygiene effectiveness. These recommendations will be reviewed in FY 1993 and further efforts will be made to incorporate total quality management concepts into the program.

- o Consultative Assistance Teams (CAT). CAT assistance continued and 19 visits were completed. These visits included a review of respiratory protection used for firefighting aboard ship; an assessment of the policy of humanitarian use of disposable respirators at naval shipyards; sampling for asbestos and lead paint; and a review of indoor air quality.

- o Automation. The Navy Occupational Health Management Information System (NOHIMS) was continued at Naval Shipyards. This system will be maintained until a DOD-wide system is developed under the DOD Corporate Information Management (CIM) program. A CIM steering committee was formed in 1992 and initial planning discussions were held. The hearing conservation program continues to aggressively pursue consistency through the DOD Hearing Examination and Audiometric Reporting System (HEARS).

- o Medical Case Management. Efforts to improve the management of medical aspects of Federal employee injury compensation continued. Our goal is to make occupational health nurses the backbone of the case management process. In March 1992, the annual occupational health workshop contained a course on injury compensation with special meetings on the subject. Following the workshop, updating of the Occupational Medicine Field Operations Manual began to include medical case management. Occupational health nursing position descriptions (PD's) were also revised to include this responsibility, and an initiative

is underway to standardize all of the PD's.

o Occupational Health and Environmental Coordination. An environmental directorate was established in 1992 at the Navy Environmental Health Center to provide occupational health risk assessment support to Navy Superfund hazardous waste sites. In February, the Navy and Marine Corps jointly issued a manual on the Installation Restoration (DOD Superfund) Program, which included occupational safety and health guidance (per 29 CFR 1910.120 requirements).

o Industrial Hygiene Laboratories. Our four laboratories continue to be accredited and in good standing with the American Industrial Hygiene Association. Figure 14 below shows sampling productivity of the labs over the last several years. During 1992, we continued to focus on sample turn around time and in 1993, our goal is to assure sample turn around will not exceed 28 days. The cancellation of laboratory analysis by the OSHA Laboratory in Salt Lake city, Utah, was disappointing to us, particularly for some specialized chemicals for which we were relying solely on OSHA for analysis. We hope OSHA's decision will be reconsidered.

LABORATORY PRODUCTIVITY FOR ALL NAVY CONSOLIDATED IH LABORATORIES

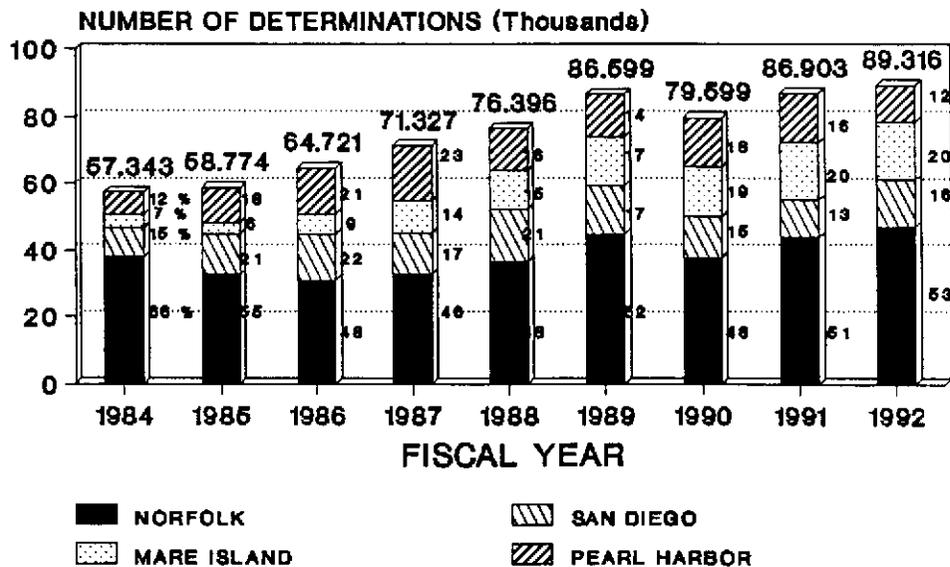


FIGURE 14

H. MISHAP REDUCTION INITIATIVES. We continued to incorporate quality management concepts into our efforts to attain overall OSH program improvement. Our main initiative is to get all major commands to develop improvement plans tied to mishap reduction. Under our concept, called OSHPIP (Occupational Safety and Health Program Improvement Plans), each command identifies its program deficiencies and mishap trends, and develops strategies and actions to improve the programs and processes. Attachment 3 explains this program in more detail. In FY 1992, we completed our third year of this program and have attained significant improvements at our major industrial activities. Through OSH quality management boards and process action teams, our industrial commands have made significant achievements in mishap rate reduction and hazard control (see Attachment 1). The following summarizes many of our initiatives aimed at reducing mishap/claims experience and associated costs:

- o Our initiative to transfer automation of OWCP FECA injury data to the Naval Safety Center was completed. We are now working to generate reports by activity unit identification code and provide listings of cases with frequency rates for total cases and lost time cases, with nature of injury summaries.

- o We continued to develop and provide quarterly performance reports tied to our two percent reduction goals with guidance for goal attainment. Attachment 1 is an example of the analysis data we provide commands each quarter in monitoring their performance in reducing cases. We have established baseline claims rates for commands for total claims and we monitor performance.

- o We significantly improved guidance and requirements for mishap investigation as discussed in Part C above. We believe our requirements for major commands to establish investigation teams for fatalities and serious mishaps, and conduct coordinated objective evaluations targeted to causal factors and preventive measures, has significantly improved the quality of investigations as well as identifying long term preventive actions and process improvements.

- o We continued to provide sophisticated analytical training for mishap investigators. This training covers the investigation process and various analysis techniques including MORT. In addition, we began distributing standard analytical software for data analysis, specifically for statistical process control, and began conducting training in SPC from a safety standpoint.

- o We issued new ergonomics standards for the workplace and continued emphasis on back injury prevention efforts. Ergonomics studies continued, as well as ergonomics training, reference guides and newsletters. Our pilot project to apply behavioral psychology concepts in the workplace to reinforce safe attitudes and behaviors was expanded during the year.

- o Figure 15 below summarizes what we consider to be our top accomplishments during the year.

SUMMARY OF TOP NAVOSH ACTIONS IN FY92

- ✓ REVISED NAVOSH MANUAL - 5100.23C
- ✓ REVISED NAVOSH TRAINING PLAN
- ✓ NEW MISHAP INVESTIGATION/REPORTING PROGRAM
- ✓ REVISED EVALUATION REQUIREMENTS
- ✓ HAZARDOUS MATERIAL CONTROL PROGRAM IMPLEMENTATION
- ✓ STRATEGIC PLANNING

FIGURE 15

o Strategic Planning. Strategic planning guidance was completed during the year covering our long term vision and objectives for safety and occupational health. Attachment 4 provides a copy of our guidance statement. We will continue to work on the implementation of these principles in FY 1993.

o Downsizing. Due to our concern about the maintenance of strong occupational safety and health programs during a period of downsizing, we issued clear guidance to our commands on the importance of OSH programs. Attachment 5 provides a copy of our guidance.

SECTION 3

FISCAL YEAR 1993 GOALS AND STRATEGIES

For fiscal year 1993 we are continuing with our emphasis on using total quality management concepts in our efforts to reduce occupational injuries and illnesses. FY 1993 will be the last year in our current five year mishap reduction goal program. A summary of our overall program goals associated with this effort follows:

A. OVERALL GOALS FOR THE NAVOSH PROGRAM

- o Review, revise, update and consolidate Navy occupational health and safety instructions, as necessary.
- o Improve the Navy's injury/illness case investigation, reporting and recordkeeping systems, and analysis capability.
- o Promote overall OSH improvement with special emphasis on command programs, training, and afloat hazard prevention.
- o Continue operation and refinement of the oversight inspection program.
- o Develop a new initiative to replace the last CNO mishap reduction goals program.
- o Continue to improve occupational health protection of U.S. Navy personnel through occupational health program improvement initiatives.
- o Develop a specific strategic plan to implement CNO strategic planning guidance.

B. STRATEGIES FOR MEETING GOALS. Figure 16 below lists our primary emphasis areas in the NAVOSH program for FY 1993. In addition, the following specific strategies are provided:

- o Draft Change 1 to the NAVOSH Manual. The revisions will refine hazardous material standards, and issue standards on bloodborne pathogens, reproductive hazards, occupational health staffing, and indoor air quality.
- o Continue and refine automation projects for injury claims and cases, with an attempt to incorporate cost data.
- o Improve the fatality investigation team program by continuing to provide specialized training. Complete development on basic training on the new investigation process and forms.
- o Continue the management evaluation program of major command headquarters.

- o Establish a PAT team to review and evaluate the NAVOSH oversight inspection process from the standpoint of quality improvement. Continue to conduct at least 100 oversight inspections annually.
- o Continue OSHPIP emphasis and performance monitoring including development of a specific plan for occupational health. Continue training in SPC and emphasis on data analysis.
- o Develop technical reports, to include respiratory protection needs in the Navy.
- o Continue the staffing study for occupational health to incorporate total quality management principles.
- o Continue occupational health automation efforts, both through Navy efforts at shipyards and Navy committees (medical matrix, industrial hygiene, audiology, and laboratory), as well as participate in the DOD CIM effort.
- o Improve medical case management through approved position descriptions for occupational health nurses, and guidance in the Occupational Medicine Field Operations Manual.

SPECIAL EMPHASIS AREAS

- ✓ ERGONOMICS
- ✓ SAFETY IN ENERGY SYSTEMS
- ✓ SAFE BEHAVIOR/OBSERVATION PROGRAMS
- ✓ JOB HAZARD ANALYSIS
- ✓ OCCUPATIONAL HEALTH PROGRAM IMPROVEMENT
- ✓ TQL SPECIAL PROJECT DEVELOPMENT

FIGURE 16

- o Continue to expand the NAVOSH computer network focusing on adding all key managers, technical experts and adding afloat professionals.

- o Improve the asbestos program by establishing an asbestos disease registry and completing the occupational medicine trend report on asbestos.

- o Continue to provide occupational health support to the environmental hazardous waste program.

- o Continue to improve the four consolidated industrial hygiene labs by reducing turn around time on specific chemicals and increasing laboratory automation.

- o Improve occupational health training through incorporation and review of all such training by the NAVOSH Training Group and increased coordination with the Naval Safety School. Establish a NIOSH resource center through the school.

- o Complete Navy lead action in updating the DOD Medical Surveillance Manual.

- o Begin development on a specific long term strategic plan for NAVOSH following total quality management concepts and utilizing broad based input from technical experts. Structure the NAVOSH Long Range Planning Group as a QMB for strategic plan development.

- o Continue development of special project to apply the Navy total quality leadership program to target field activity NAVOSH programs.

- o Continue study of safe behavior process using behavioral psychology principles at industrial activities.

SECTION 4

SAFETY BELT USE PROGRAM

The Navy's policy on safety belt use is contained in OPNAVINST 5100.12F. The Navy requirements include:

- o All persons operating or riding in a government motor vehicle are required to wear a safety belt at all times.
- o All Navy military personnel are also required to wear safety belts in their personal vehicles or while riding in any private motor vehicle both on and off Navy property.
- o Navy federal civilian employees are required to wear safety belts in private vehicles off a Navy property while in a duty status. Everyone is required to wear safety belts while on a Navy property (civilian guests, contractors, dependents, etc.).

Violation of the Navy's safety belt use regulation is punishable under the Uniform Code of Military Justice for Military personnel, and is the basis for administrative disciplinary action for civilian employees.

Occupant protection programs and activities conducted in FY 1992 include the following:

- o The Navy's "I Survived" safety belt club, established in 1986, recognizes individuals who have been involved in a motor vehicle mishap and were wearing safety belts and child safety seats. Fifty-three "I Survived" stories were received from Navy personnel in FY 1992 and 16 stories were published in our Safetyline magazine. The published articles reinforce the importance of correctly using safety belts and child safety seats.

- o We have included several articles in our internal publications on safety belt use.

- o Traffic safety information packets were distributed to Navy commands to reinforce traffic safety programs. The packets included the Motor Vehicle Safety Resource Manual and various posters, pamphlets and brochures on occupant protection.

- o Several messages were issued to all Navy commands emphasizing traffic safety, safety belts, child seats and air bags, including a Chief of Naval Operations personal message directing priority attention to traffic safety.

- o Traffic safety continued to be included as a "Special Interest Item" to be inspected during all Navy Inspector General inspections. Compliance with Navy safety belt regulations is included in the inspection program.

o During FY 1992, Naval Safety Center personnel conducted 34 motor vehicle related instructor courses, certifying 390 instructors worldwide.

A summary of injuries and seat belt usage data for on-duty motor vehicle accidents during FY 1992 is presented in Figure 17 below.

<u>SUMMARY OF INJURIES AND SAFETY BELT USAGE DATA FOR FY 1992 ON-DUTY MOTOR VEHICLE ACCIDENTS (4 WHEEL ONLY)</u>									
	USN CIVILIANS				USN MILITARY				
	GOVT. VEH.		PRIV. VEH.		GOVT. VEH.		PRIV. VEH.		
NO. MISHAPS	13		80		210		7		
COST (\$000)	575		876		1788		92		
SEAT BELTS USED	YES	NO	YES	NO	YES	NO	YES	NO	
NO. DEATHS									
DRIVERS	0	0	0	1	1	0	0	0	
PASSENGERS	0	0	0	0	0	0	0	0	
NO. INJURIES									
DRIVERS	10	2	19	13	3	0	3	1	
PASSENGERS	1	0	3	6	1	5	1	0	
NOT INJURED									
DRIVERS	1	0	41	13	187	31	2	1	
PASSENGERS	0	0	0	0	0	0	0	0	
TOTAL DAYS LOST TIME									
DRIVERS	170	14	362	210	24	0	69	28	
PASSENGERS	21	32	60	112	14	149	45	0	

Source: Naval Safety Center Motor Vehicle Mishap Reports

Figure 17

SECTION 5

COMMENTS ON FEDERAL AGENCY PROGRAM IMPROVEMENTS

We have the same basic recommendations for FY 1993 Federal Agency Programs as in past years and consider these improvements important:

- o We continue to believe the targeted inspection program needs considerable improvement in order to provide a consistent and well coordinated program throughout the United States, and focus on assisting activities in program improvement rather than simply providing routine compliance inspections of worksites. The development of a reasonable level of consistency in inspection procedures between OSHA regions is essential, as is improved coordination on compliance citations. This program has actually declined in recent years from the standpoint of consistency and coordination.

- o Increased support and resources at the OSHA Training Institute remains necessary in order to provide adequate assistance to Federal Agencies and meet OSHA Federal Agency training assistance requirements. The creation of a distinct section at the OSHA Training Institute for Federal Agency support is again recommended. Our support from the training institute continues to decline.

- o As recommended in past years, if OSHA is to continue to use Office of Workers' Compensation claims data to monitor Federal Agency mishap experience, then the data base needs to be significantly revamped. A review should be made in coordination with agencies to update the data base and coding to reflect current organizations and data requirements. The OWCP data base coding and organization remains out-of-date.

MAJOR COMMAND AND INDUSTRIAL ACTIVITY PERFORMANCE
IN MEETING OCCUPATIONAL INJURY AND ILLNESS REDUCTION GOALS
IN FISCAL YEAR 1992

This enclosure provides injury and illness case numbers and rates for major commands, shipyards, aviation depots, and public works centers for Fiscal Year (FY) 1992.

The Navy goal is to reduce the total case rate (TCR) by two percent (2%) per year for five years (FY89 through FY93). First aid cases are not included in the TCR calculation or case totals.

The case rate data is summarized from the Office of Workers' Compensation Programs (OWCP) Federal Employees Compensation Act (FECA) Table #2 Reports. Case rates are calculated from full time U.S. civilian (permanent and temporary) workforce populations using the following equation:

$$\text{Case rate} = \frac{\text{Cases} \times 200,000 \text{ hours worked}^*}{\text{End Strength} \times 520 \text{ hours} \times (\text{n}) \text{ Quarter}}$$

* 200,000 work hours = 100 employees x 50 weeks x 40 hours/week

NOTE: Case rate and trend chart data is based on actual case experience during each quarter and average employment during the quarter. The data in the Total Case Rate tables and charts is based on accumulative case experience for the fiscal year and average employment levels for the fiscal year to date.

- TAB A. Major Command Total Case Rates (TCR) for Fiscal Year 1992 with comparison charts.
- TAB B. Major Industrial Activity Total Case Rates (TCR) for Fiscal Year 1992 with comparison chart.
- TAB C. Navy Case Rate and Trend Charts through the end of Fiscal Year 1992 .

MAJOR COMMAND TOTAL CASE RATES (TCR) FOR
FISCAL YEAR 1992

MAJOR COMMAND	FY-88 TCR BASELINE	FY-92* TOTAL CASES w/o FIRST AID	AVERAGE FY-92 END** STRENGTH	FY-92 TCR	%DECREASE /INCREASE FROM TCR BASELINE***
NAVEUR	0.94	1	620	0.16	-83.50
NCTC	2.90	87	4819	1.74	-40.14
CINCLANT	6.70	492	10707	4.42	-34.05
SPAWAR****	2.63	138	7362	1.80	-31.47
NAVFAC	6.64	904	18292	4.75	-28.43
OCEAN	2.25	28	8363	1.81	-19.53
NAVSEA****	10.26	9535	110287	8.31	-18.98
NAVAIR****	5.73	2494	48116	4.98	-13.02
NAVSUP****	4.59	841	20106	4.02	-12.38
SECGRU	3.34	22	712	2.97	-11.05

GOAL					-8.00

NAVRES	5.50	141	2484	5.46	-0.76
CINCPAC	5.40	646	11559	5.37	-0.49
CNET	3.84	344	8363	3.96	3.00
ONR	2.27	118	4586	2.47	8.99
SPO****	1.77	34	1588	2.06	16.31
MSC	5.73	373	5115	7.01	22.37
BUMED	3.06	498	11807	4.06	32.54
INTCOM	3.24	71	1269	5.38	66.04
BUPERS	1.88	90	2682	3.23	71.63
OTHER	NA	795	NA	NA	NA
USN	6.75	17652	282751	6.00	-11.07

* SOURCE: OWCP/FECA TABLE #2 REPORTS

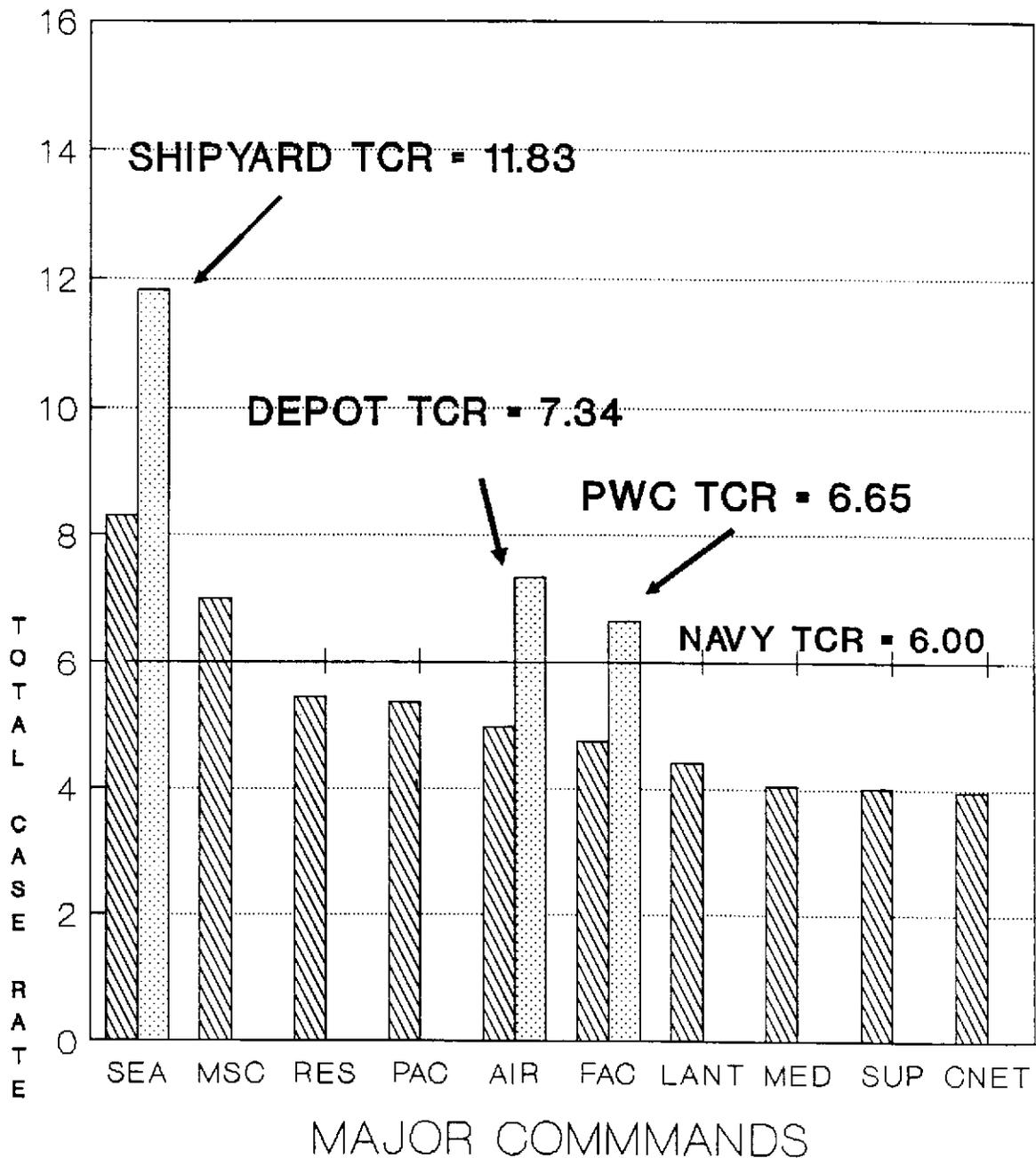
** SOURCE: NCPDS 1532 REPORTS

*** FY-92 GOAL = -8.00%. COMMANDS ARE RANKED FROM BEST PERFORMANCE (DECREASE FROM BASELINE) TO POOREST PERFORMANCE (INCREASE FROM BASELINE) IN MEETING GOALS.

**** DATA REFLECTS AND IS AFFECTED BY ORGANIZATIONAL CHANGES.

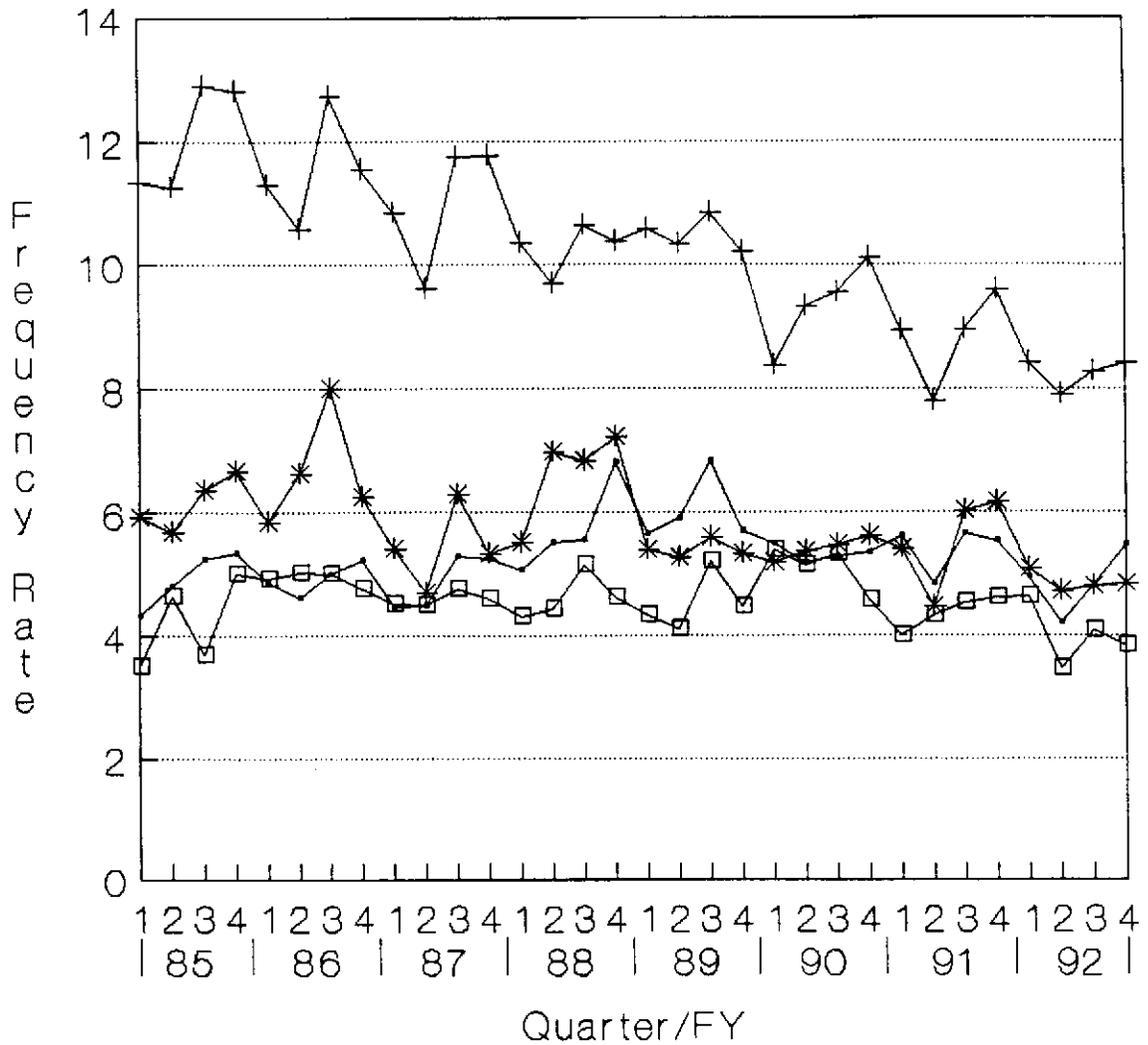
"TOP TEN" MAJOR COMMANDS

TOTAL CASE RATES FOR FY-92



Source: OWCP FECA Table #2 Reports

MAJOR COMMAND COMPARISON CHART INJURY CASE RATES



Source: FECA Table #2 Data

MAJOR INDUSTRIAL ACTIVITY TOTAL CASE RATES (TCR) FOR
FISCAL YEAR 1992

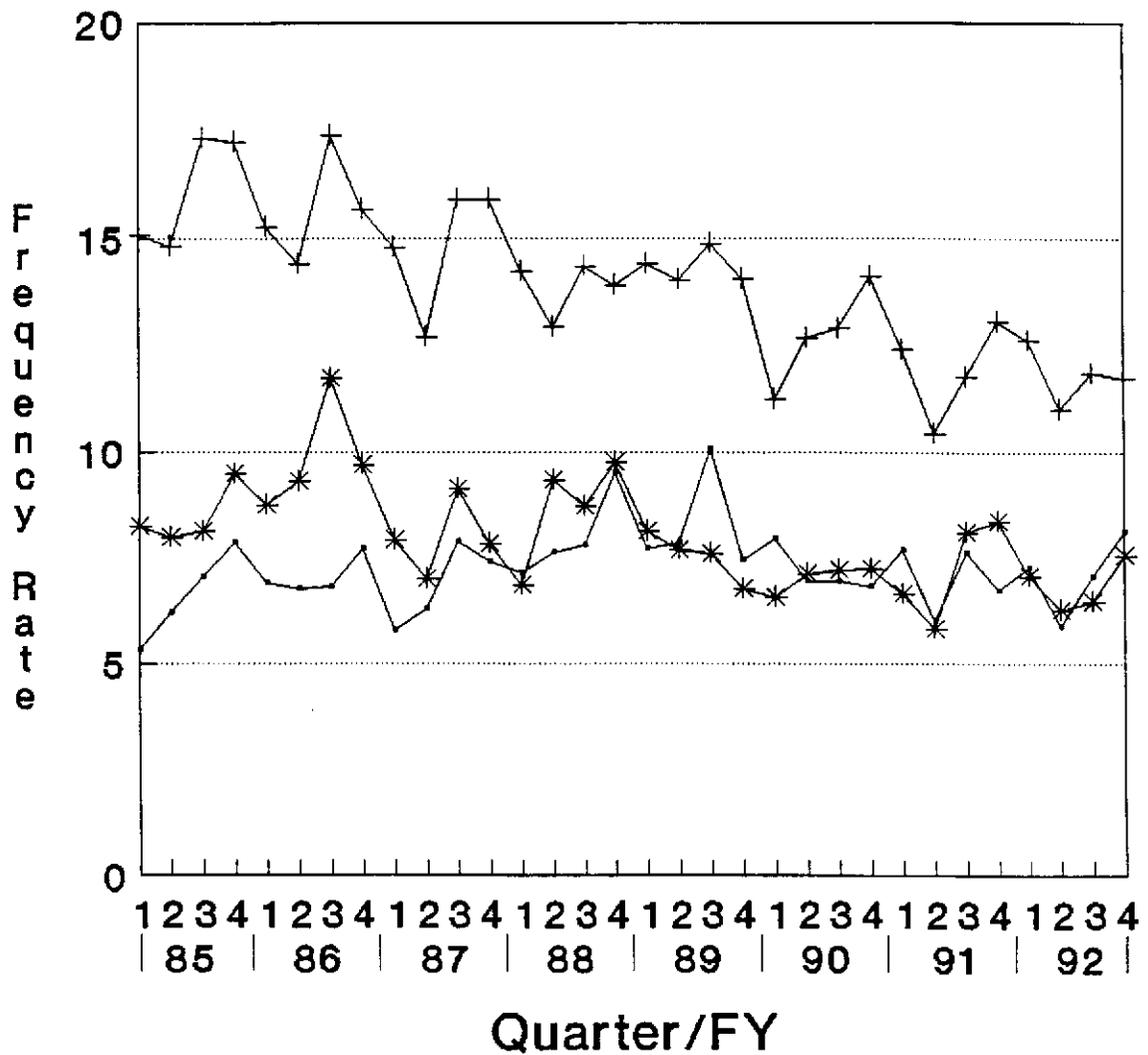
MAJOR INDUSTRIAL ACTIVITY	FY-88 TCR BASELINE	FY-92* TOTAL CASES w/o FIRST AID	AVERAGE FY-92 END** STRENGTH	FY-92 TCR	% DECREASE /INCREASE FROM TCR BASELINE***
<u>NADEPs</u>					
ALAMEDA	9.06	226	3520	6.17	-31.86
NORTH ISLAND	13.23	395	3823	9.93	-24.91
JACKSONVILLE	8.70	211	2841	7.14	-17.92
NORFOLK	4.56	217	4287	4.87	6.74
CHERRY POINT	7.33	345	3201	10.36	41.38
PENSACOLA	4.19	220	3483	6.07	44.95
NADEP TOTAL	8.02	1614	21155	7.34	-15.00
<u>SHIPYARDS</u>					
LONG BEACH	18.37	482	4148	11.17	-39.18
PEARL HARBOR	16.70	623	4996	11.99	-28.20
NORFOLK	10.28	889	11309	7.56	-26.47
MARE ISLAND	16.24	896	6587	13.08	-19.46
PORTSMOUTH	11.62	671	6744	9.57	-17.67
PHILADELPHIA	16.64	1096	7191	14.66	-11.93
PUGET SOUND	17.21	2031	12064	16.19	-5.94
CHARLESTON	5.88	593	6163	9.25	57.34
SHIPYARD TOTAL	13.87	7281	59202	11.83	-14.74
<u>PWCs</u>					
SAN FRANCISCO	9.93	70	1401	4.80	-51.62
NORFOLK	15.26	197	2197	8.62	-43.50
PEARL HARBOR	10.49	113	1392	7.81	-25.59
PENSACOLA	8.50	67	783	8.23	-3.20
SAN DIEGO	7.82	221	2462	8.63	10.37
GREAT LAKES	5.23	39	596	6.29	20.30
GUAM	0.39	17	1527	1.07	174.48
YOKOSUKA	0.00	1	42	2.29	NA
SUBIC BAY	0.00	0	82	0.00	NA
PWC TOTAL	8.67	725	10482	6.65	-23.29

* SOURCE: OWCP/FECA TABLE #2 REPORTS

** SOURCE: NCPDS 1532 REPORTS

*** NAVY GOAL FOR FY-92 = -8.00%. INDUSTRIAL ACTIVITIES ARE RANKED FROM BEST PERFORMANCE (DECREASE FROM BASELINE) TO POOREST PERFORMANCE (INCREASE FROM BASELINE) IN MEETING GOALS.

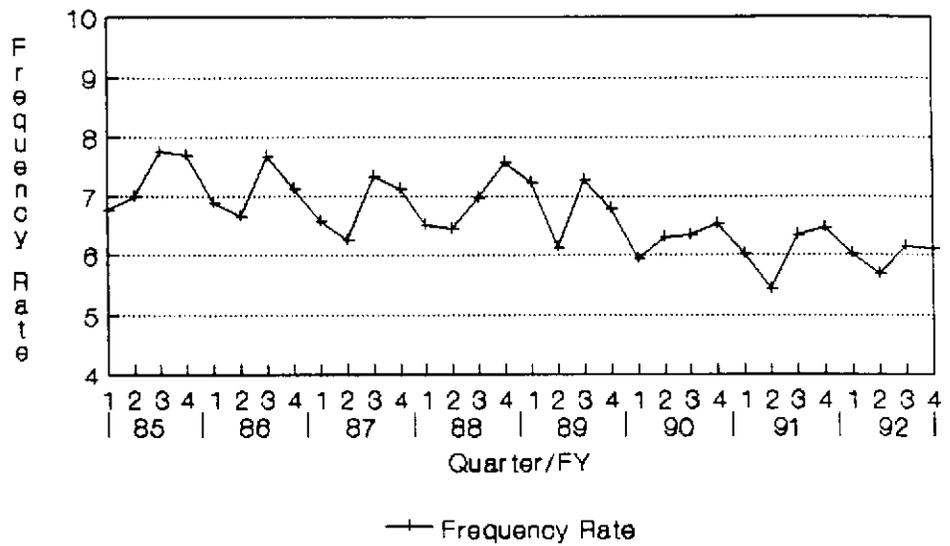
INDUSTRIAL ACTIVITY COMPARISON CHART



— Aviation Depots + Shipyards * PWC's

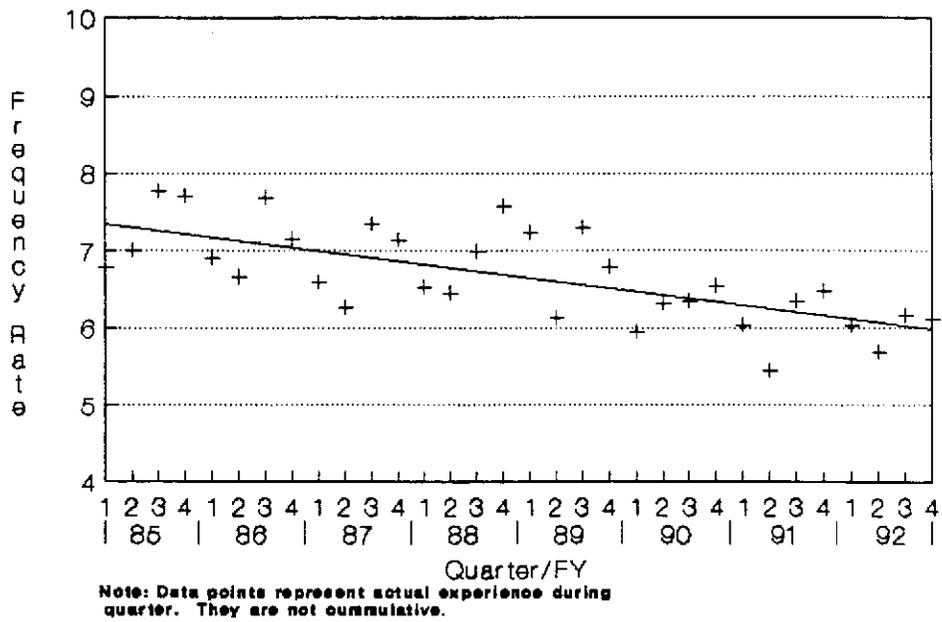
Note: Data points represent actual experience during quarter and are not cumulative.

NAVY INJURY CASE RATE CHART

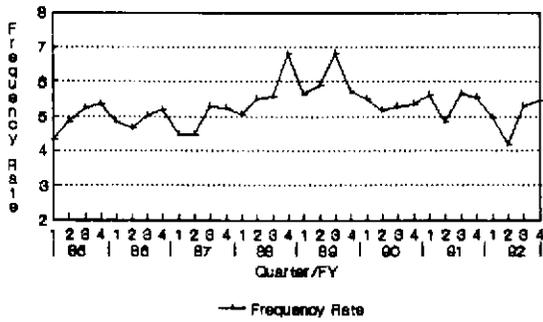


Source: FECA Table #2 Data

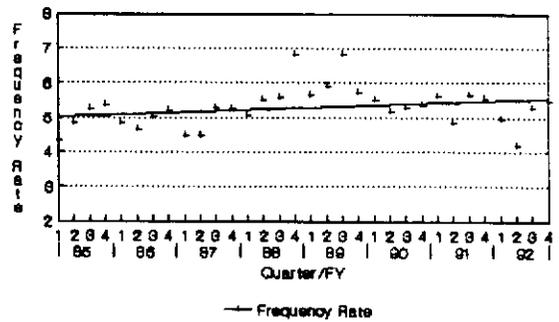
NAVY INJURY CASE RATE TREND CHART



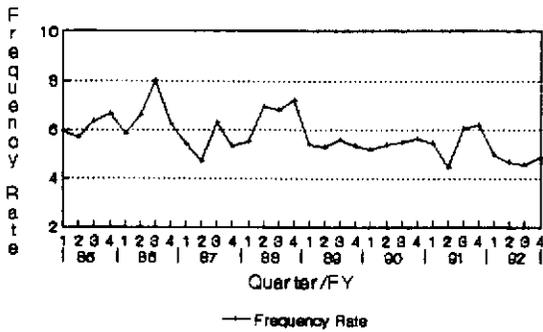
NAVAIR INJURY CASE RATE CHART



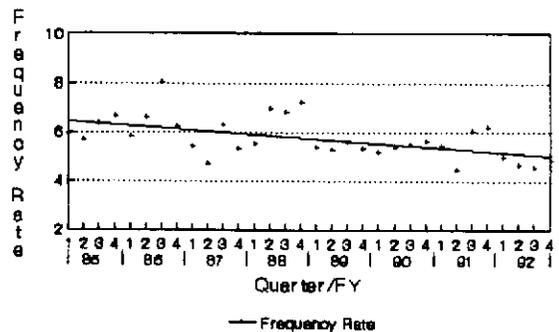
NAVAIR INJURY CASE RATE TREND CHART



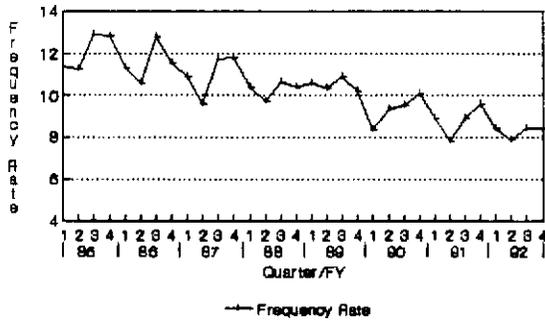
NAVFAC INJURY CASE RATE CHART



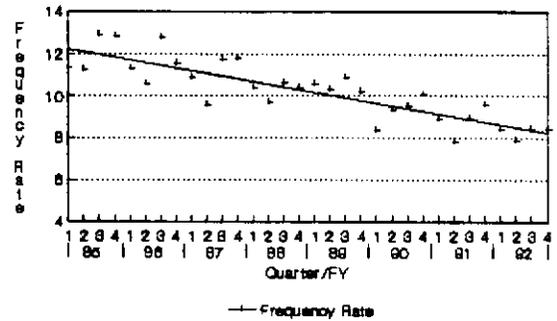
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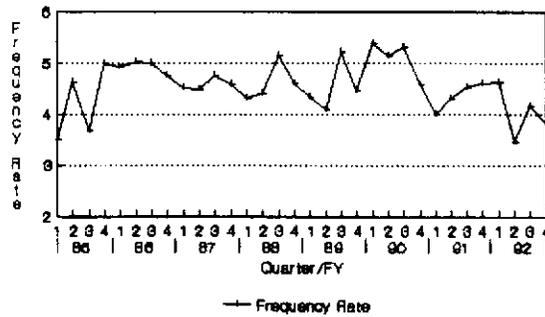
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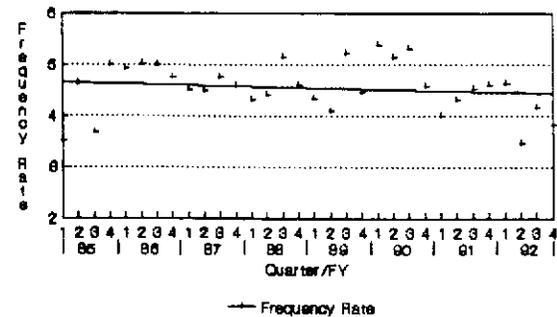
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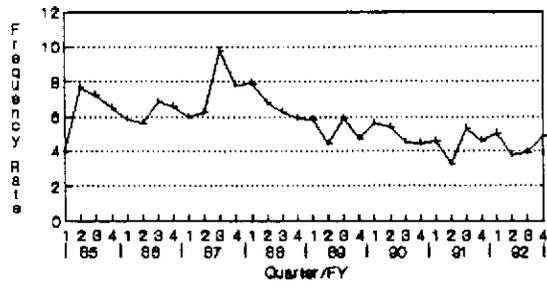
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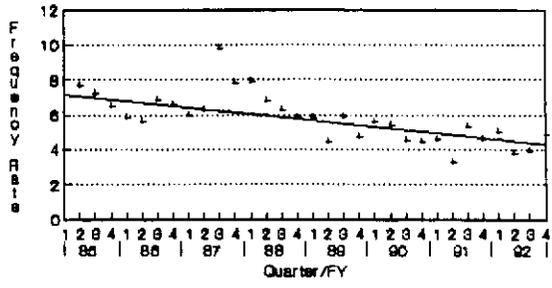


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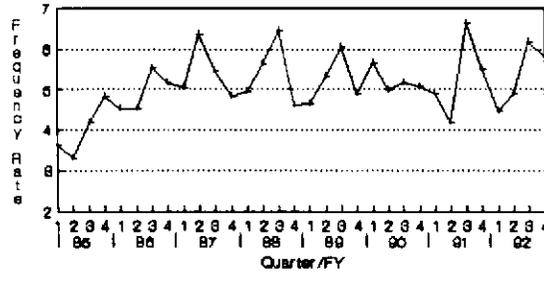
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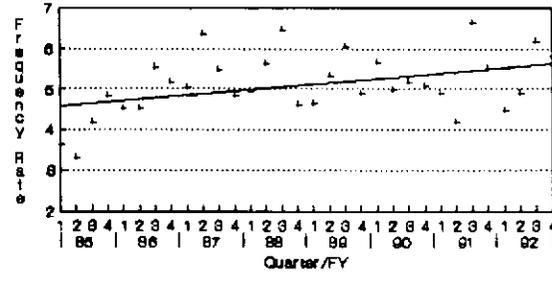
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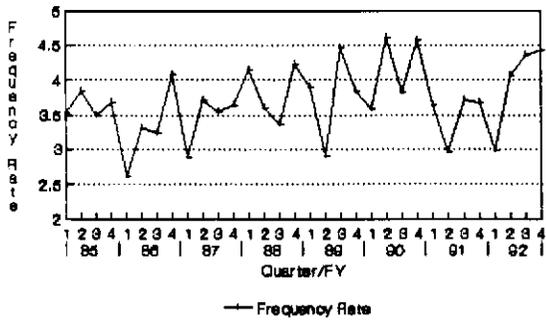
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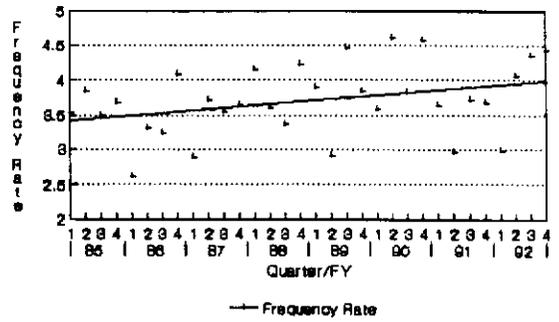


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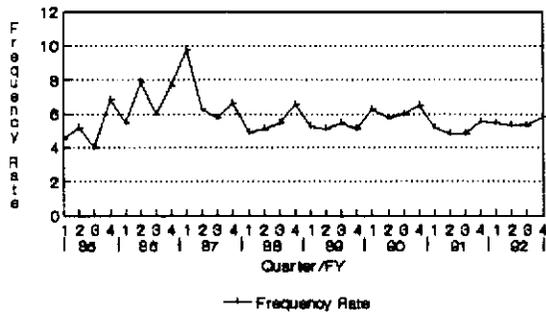
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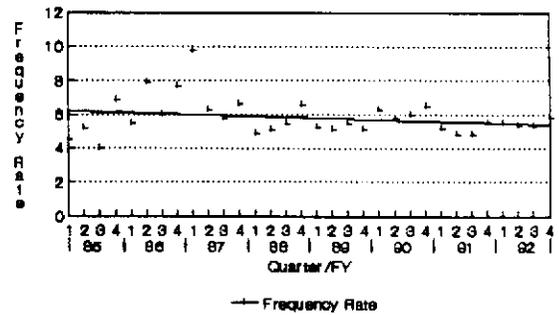
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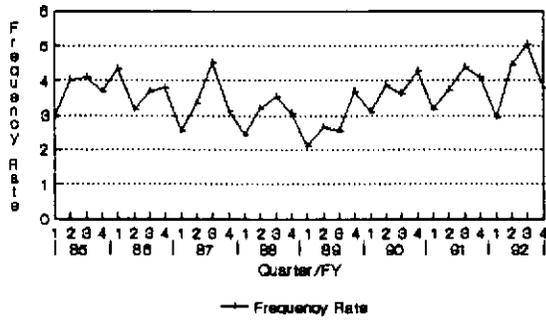


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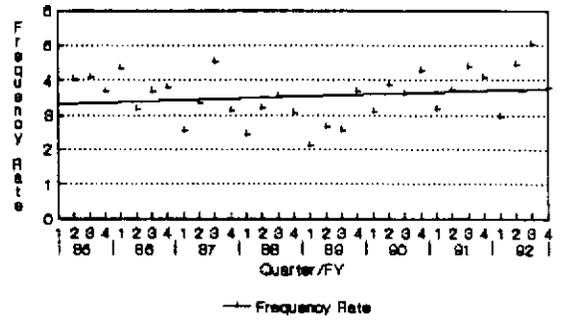


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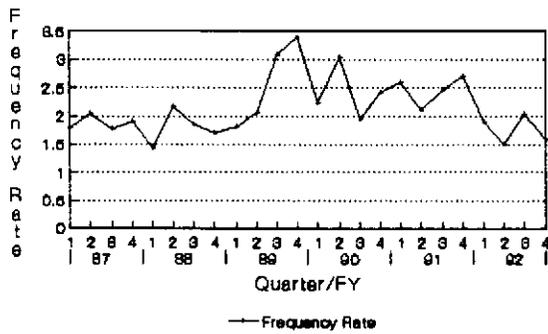
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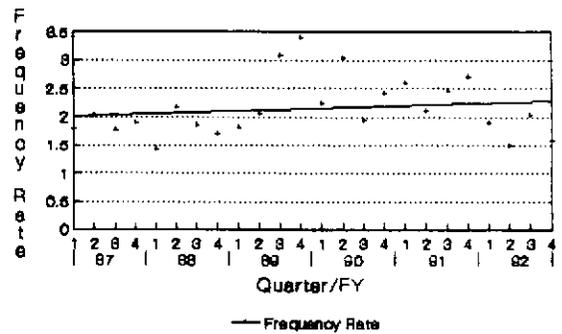
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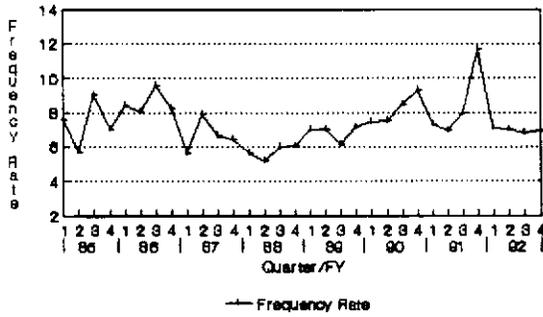
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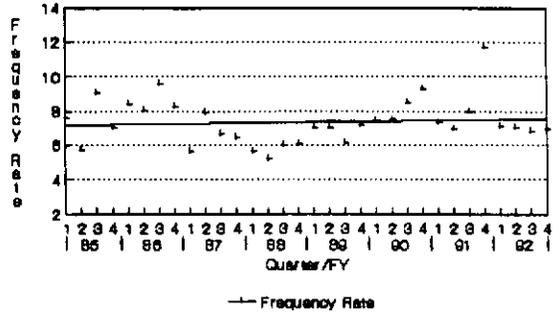
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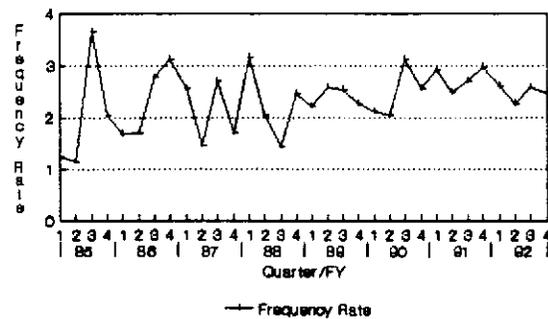
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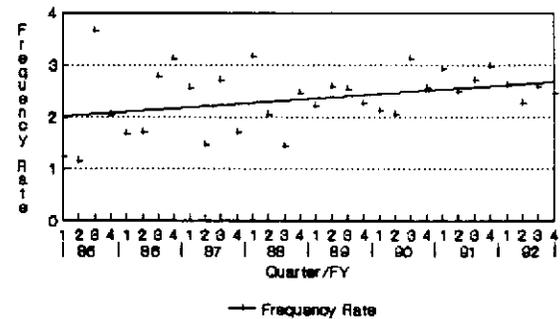
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Source: FECA Table #2 Data



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350 2000

IN REPLY REFER TO

5100
Ser 454C/2U602098
3 Sep 92

From: Chief of Naval Operations

Subj: OCCUPATIONAL INJURY AND ILLNESS REDUCTION PROGRAM
FOR FISCAL YEAR 1993

Ref: (a) OPNAVINST 5100.23B

Encl: (1) OSH Program Improvement Plan (OSHPIP) Guidelines
for Preparation and Format

1. This letter provides guidance for our fiscal year (FY) 1993 program to reduce occupational mishaps and related costs. As in past years, we are maintaining our requirements for Occupational Safety and Health Program Improvement Plans (OSHPIP). OSHPIP was initiated as a method for Echelon II Commands to define their actions to meet the Navy goal of reducing the frequency of injury and illness cases (claims) by two percent a year for the five years beginning with FY89. In addition, it was developed to provide a format for continuous program improvement using total quality leadership (TQL) concepts.

2. OSHPIP continues to place emphasis on Echelon II program improvement actions with commands analyzing their own programs and past performance, setting their own internal improvement strategies and actions, defining their own measurement standards, and monitoring performance. As in the past, we will review command OSHPIPs for consistency with our requirements and monitor performance in accomplishing plans.

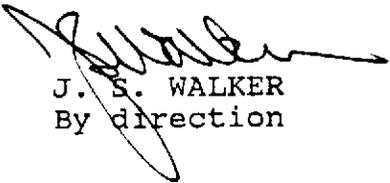
3. Accordingly, each Echelon II Command is requested to prepare and submit an OSHPIP designed to reduce overall mishap experience/costs and improve the quality of safety and health programs at every activity. Enclosure (1) provides guidelines and recommended format for development of these plans. Format variations are permitted. Additionally, it is recommended that commands involve subordinate activities in the development of their OSHPIP as a method of aiding in the identification of process improvement needs.

4. In establishing goals and strategies to meet the goals, the use of basic statistical analysis techniques to determine control limits and develop meaningful quality improvement objectives (process improvements) is necessary. We will continue to assist commands in this area during FY93 by providing additional training and statistical process control software to those who have not already received it. We require statistical backup charts and data to support the plans submitted to us. In addition, midyear status reports are also requested.

Subj: OCCUPATIONAL INJURY AND ILLNESS REDUCTION PROGRAM
FOR FISCAL YEAR 1993

5. Addressees are requested to provide respective plans for FY93 by 6 November 1992. Questions concerning your plan may be directed to Mr. Clint Maish, N454C, at (703) 602-2579, DSN 332-2579.

6. Due to changes in the Occupational Safety and Health Administration Targeted Inspection Program, OSHPIP replaces the targeting plans previously required. As a result, the next revision to reference (a) requires the plans to be developed by all targeted activities, and all activities with workforces over 500. Because of this, Echelon II command headquarters should require their subordinate activities to develop OSHPIPs for FY93.


J. S. WALKER
By direction

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CNO (N1, 2, 3/5, 41, 42, 43, 44, 6, 8)

OSH PROGRAM IMPROVEMENT PLAN (OSHPIP)
GUIDELINES FOR PREPARATION AND FORMAT

PURPOSE: QUALITY IMPROVEMENT. ENHANCE QUALITY THROUGH EMPLOYEE INVOLVEMENT AND CONTINUED IMPROVEMENT OF PROCESSES. MANAGEMENT AND SUPERVISION MUST BE COMMITTED TO MEETING IMPROVEMENT OBJECTIVES. OBJECTIVES MUST BE REASONABLE AND ACHIEVABLE. CONTROL LIMITS MUST BE DETERMINED IN THE DEVELOPMENT OF GOALS AND PROCESS IMPROVEMENTS.

OSHPIP PREPARATION AND FORMAT: The following general guidelines and format are provided for the preparation of plans. Maximum flexibility is allowed, however, plans must identify goal(s), strategies to meet goals, specific functions or activities involved in the strategies, measurement standards, and timeliness measure(s):

1. GOAL: Statement of improvement goal. Example: Reduce \$ costs (or claims number) through improvement of claims management or worksite safety.
2. IMPROVEMENT STRATEGY: Description of the improvement strategy. Actions planned to implement goal. Examples: Establish automated claims tracking program; establish claims followup system; develop training program; identify high risk operations and conduct ergonomics study to determine improvements. (A list of actions or strategies proposed to meet goals.)
3. FUNCTIONS AND ACTIVITIES INVOLVED: Identify specific actions to be taken and the activities involved in the actions. Examples: Based on review of activity action plans or mishap statistics, target specific reduction goals where experience appears out of reasonable control limits; target high risk operations at specific activities for defined improvement actions; or target specific activity for "model" improvement initiative. (Note: Define who does what, where, and when for each strategy or action.)
4. OUTPUT MEASURES: Identify measurement standard to be used for process improvement. How will you measure improvement for a specific strategy or action (methods)? Any action or strategy must have an expected improvement. In such case, you need a measurement standard on which to evaluate success. Fewer claims, lower costs, greater knowledge, safer worksites, etc.
5. TIMELINESS MEASURE: When is output expected? For each strategy or action, a targeted date for completion is needed.

Enclosure (1)

Navy Strategic Planning Guidance

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CHAPTER 5: Attracting, Training and Retaining Quality People

Naval personnel will be of the highest quality, responding to the needs of the Navy's mission. Every individual will have the opportunity to reach his or her maximum professional and personal growth.

Equal Opportunity. We will aggressively continue the integration of minorities and women into the force by continually assessing the country's demographic makeup and ensuring recruiting efforts reflect those patterns. We will commit the resources necessary, including remediation when needed, in order to ensure equal employment opportunity and the proper skills. We will do the planning for integration of women into the force as specified in law and regulations.

We will nurture the continuous improvement of our equal opportunity environment. The Navy will create and maintain a living and working environment where each individual is accepted on merit and opportunities exist for maximum growth and contribution. Personnel management practices which in any way inhibit career progression will be eliminated. We will promote individual respect and cooperation through training and leadership example. We will create and enforce a zero tolerance program for violations of equal opportunity. Effective mechanisms will be established to identify, analyze and correct sexual harassment, fraternization, and discriminatory practices.

Establish Requirements. We will determine and maintain the right number and skill mix of active duty, reserve, and civilian personnel to support the Navy's mission. Manpower requirements will reflect the correct number and kinds of jobs for our warfighting and support needs. Personnel management will ensure personnel have the needed training and experience for assigned duties, and include assignment of our best personnel to critical joint, operational and headquarters staffs afloat and ashore.

Both manpower requirements and our personnel management system will be based on current and projected mission and force structure, as well as the ability to expand selectively and rapidly to meet short term crises and full scale mobilization.

Attract the Required Number and Quality of Young Men and Women. We will recruit the right quantity and quality of sailors and officers. Higher quality recruits, though more expensive to recruit, lower training costs and enhance readiness. We are committed to identifying and meeting quality standards that predict and optimize trainability and retainability.

Trainability is the applicant's ability to learn particular tasks or to develop needed skills. Retainability is the applicants' probability of completing initial service obligation and transitioning into the career force. Improved quality indicators will be developed to identify the high quality individuals. We must obtain the enlistment incentives needed to make the Navy an attractive employer.

The Navy's Image. We will create and maintain a positive image that attracts physically, morally, and mentally qualified individuals from all ethnic and cultural backgrounds. We will coordinate and integrate our recruiting efforts with the overall public information strategy, expand the Navy's outreach programs and community involvement, and develop and support programs assisting our personnel in their transition from civilian life to active duty and from active duty back to civilian life.

Personnel Management. Personnel management will anticipate the need for new skills at appropriate experience levels to support emergent systems and missions, thereby ensuring they are available when needed. We will identify overlapping or redundant skill and training requirements, consolidating them wherever possible. The duty assignment process will be streamlined to minimize the time spent awaiting training and make expeditious use of acquired skills. The officer assignment process will be used to develop professionals who have broad-based capabilities in warfighting, sub-specialties, and policy making.

The Evaluation System. The Navy personnel evaluation system will fairly and accurately document each individual's performance, accomplishments, and potential for increased responsibility. The evaluation system will provide timely feedback, including appropriate recognition, or recommendations for corrective action (informally through counseling and formally through a permanently documented record of performance). It will ensure those individuals with potential who perform well are promoted, advanced, retained, and appropriately assigned. The evaluation system will reflect each individual's leadership potential, mission contribution, management ability, and technical skills.

Retain the Best Personnel for Continuous Service. We will manage a retention program that builds a career force capable of sustaining the Navy of tomorrow. An effective retention program will identify and keep the highest quality people with the proper skills to sustain the correct experience for a career force which is approximately 55 percent of the total force. We will project career force requirements 6-10 years into the future. We will ensure incentive and compensation packages support our retention requirements. We will focus efforts on quality of life measures that positively impact perceptions of the Navy. We will provide professional development and career opportunities which will guarantee upward mobility for high quality personnel. We will enable qualified personnel to serve until retirement eligible.

This commitment will include, to the maximum degree practical, retraining for individuals as force structure changes make certain job skills obsolete. Alternatives to how we operate our forces will be investigated to mitigate retention disincentives.

Training and Education

All naval personnel will be effectively and efficiently trained and educated to ensure maximum combat readiness and to promote personal development.

Training. The training infrastructure must exist to support fleet readiness requirements and continual evaluation must ensure consistent quality, currency of material, and effective delivery. Constant review of training curricula ensures all training is focused on existing and emerging requirements. Baseline requirements including functional skills, specific job related skills, and core values will be met. Training will be designed to transmit specific job or task related skills by the most cost effective and efficient means available. We will expand skills throughout each member's career as required by transfers, promotions and increased responsibilities. Where practical, we will consolidate training both within the Navy and in the joint arena to eliminate redundancy and enhance cost effectiveness. In addition to training in job skills, all service members and employees will be trained in Total Quality Leadership (TQL).

Education. We will educate our personnel to prepare them for positions of increasing responsibility, and provide for personal development. We will directly fund and support a diversity of educational programs available through military and civilian institutions for the enhancement of an individual's knowledge and potential contributions to the Navy. This will include a broad range of academic disciplines with military application, including technical, policy-making and warfighting and Joint expertise.

Our investment will directly reflect the numbers and kinds of assignments requiring additional education. We will use an equitable selection process to allocate educational opportunities. Individuals selected for formal education must show both academic aptitude and strong potential for continued career success. After education programs, we will assign personnel to military duties that continue the development of the individual and ensure a full return on Navy's investment.

We will also encourage individuals to pursue education on their own by providing tuition assistance programs and professional support. We will maintain off duty programs, providing opportunities at sea and ashore.

The academic standards of all education institutions in which we invest, whether DOD facilities or civilian institutions,

must meet accepted accreditation standards. We will pro-actively liaison with institutions to ensure they best meet the needs of our people.

Leadership Development. Leadership is a fundamental attribute of the Navy professional. We will provide the training for our leaders to understand and demonstrate:

- Total Quality Leadership (TQL). Leaders will continuously exhibit a strong commitment to the principles of TQL and foster adherence to these principles among their subordinates.
- The personal core values of courage, integrity, and high ethical standards.
- The ability to inspire and motivate subordinates to accomplish the mission. We will emphasize the success of subordinates as critical to successful leadership.
- The vision to see beyond the immediate task at hand and the ability to affect the long term health of an organization. Accountability will continue beyond the turnover of responsibility.
- Professional knowledge. Leaders must have proven technical skills and knowledge.
- The ability to synthesize inputs and make timely and sound decisions.

We will make leadership training an integral element of career progression. Training will be accomplished at the entry level, key promotion points, and prior to assuming key leadership positions.

Taking Care of Our People

We will create quality of life for Navy people that will make Navy the leader in "taking care of its own."

Quality of Life. We will identify and champion quality of life issues facing Navy personnel and their dependents. We are committed to improving Navy quality of life and will establish standards which meet or exceed DOD standards. We will take the necessary actions to achieve those standards. Our commitment to the well-being and quality of life of our active, civilian, reserve, and retired personnel will be reflected as a primary consideration in all major decisions including acquisition, modernization, training, and operations.

The Working Environment. We will address concerns associated with the workplace, including sea/shore rotation, deployment schedules and underway time, duty hours/working hours, compensation, providing the proper training and equipment to do the job, recognition and other considerations that combine to promote a more productive Navy and foster job satisfaction. We will provide the knowledge, tools, and environment to allow employee participation in process improvement and decision making for enhancing team spirit. We will improve our education, automation, personnel development, and employee incentive programs to enable service members and employees to maximize quality and productivity. This will be accomplished with an acknowledged respect for the rights of all, without regard to race, sex, color or religion.

Housing. We will strive to meet the needs of all our active duty personnel for accessible, safe, affordable quality housing. We will identify housing requirements by geographic region considering the desirability for civilian rental, home ownership and government housing. We will attempt to meet customer demand through a combination of civilian/government rental partnerships, strong local referral and home ownership counselling services and military construction as required.

Support Systems. We will establish and support a network of systems that provide counselling, family services, recreational opportunities, personalized support (i.e. ombudsman and sponsor programs) and other services designed to provide all members and dependents the help and support needed to cope with the unique demands of naval service.

Morale, Welfare and Recreation Programs. We will ensure MWR and Navy Exchange investments meet priorities as identified by Navy leadership and our customers. We will support those facilities and activities contributing to physical and mental fitness, enhance esprit de corps and cohesion in Navy units, heighten family support, and provide a quality of life that is attractive and promotes high morale, readiness, and retention. We will prioritize support to those facilities which most directly impact on readiness. We will recapitalize our non-appropriated fund programs to ensure their viability for future generations of Navy men, women, and families.

We will support MWR programs with appropriated funds to the maximum level allowed by Congressional and DOD guidelines. All non-appropriated fund activities contributing funds to MWR will strive to continually increase that funding support through sound business practices and innovative strategies. We will promote increased cooperation between MWR and Navy Exchange programs to ensure optimal operations.

Safety and Occupational Health. We will fully integrate safety programs and training in all operations to make each year safer and more productive than the preceding year. Whether in the operational, shore, or off-duty environment we will be pro-active in the identification of risks. We will implement risk control measures to continually reduce safety hazards. Safety and human engineering principals will be fully integrated into all new acquisitions and project designs. We will include special emphasis on controlling hazardous materials and conducting hazardous analysis of all operations and processes. Safety and occupational health practices will be a primary concern in the planning and execution of all training and operational evolutions. We will upgrade the visibility of command safety personnel and establish clear lines of responsibility and accountability at all levels of command.

We will improve monitoring, analysis, and reporting of all mishaps to define better their causes, identify preventative measures, and increase fleet awareness. We will ensure timely, accurate, and properly focused investigations, ensure full and open assessments of every incident, and provide timely feedback to inform necessary personnel and to implement recommendations.

We will become a leader in providing quality occupational health and industrial hygiene services. We will improve recognition, prevention, and treatment of work related injuries and the management of injury and disability cases. We will act to increase the percentage of injured workers returned to the productive workforce.

Health Care. We will provide the highest standard of health care for all authorized beneficiaries, in order to ensure they receive the services required to lead productive and healthy lives. We will specifically define our commitment to health care, promote healthy lifestyles, and continuously improve health care management and delivery of services.

The commitment to health care must support the operational mission and quality of life programs. This commitment addresses: who we serve (the number and categories of beneficiaries); what services we provide (the continuum of care from health promotion and disease prevention through acute and chronic disease); and where we provide care (a range of delivery settings during both peacetime and war). Navy will execute its health care responsibilities in coordination with DoD, other services, and other federal agencies. We will:

- Provide timely access to quality health care in the most cost-effective manner, afloat, ashore, and through arrangements with civilian services.
- Provide constancy of commitment.

- Track beneficiary demographic trends and project health care service requirements.
- Maximize individual performance, and enhance the cost-effectiveness of military health care through proactive programs of physical fitness, health maintenance, and disease prevention.
- Support the management and promotion of healthy lifestyles (e.g. physical readiness, cessation of smoking, healthy diets, stress management).
- Ensure the existence of a work environment conducive to the improvement and protection of health.

Health Care Professionals. The Navy will attract the highest quality personnel into medical specialties and skill areas and ensure high quality professional medical education and technical training. We will obtain the required active and reserve military personnel, contracts, coordinated care programs, and other delivery alternatives necessary to provide health care benefits. We will keep the mix of medical department personnel necessary to operate the desired health care system through recruiting and retention strategies. The Navy will build educational and training programs to produce skilled personnel; considering site, facilities, technology, staff, patient mix and support systems available. We will identify emerging medical trends and technologies to allow the Navy to adjust to the changes in the practice of medicine. We will incorporate critical standards of excellence in contracting, Memorandums of Understanding (MOU), and in all communications with educational institutions and candidates alike, ensuring Navy Standards of Excellence will be both known and achieved.

Medical Research and Development. The Navy will plan and support a robust medical research and development program by identifying and prioritizing its health care and human systems research and development needs. We will develop and maintain liaison with appropriate civilian professional organizations to remain at the cutting edge of medical research technology.



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
5000
Ser 04/2U593640
13 Mar 92

From: Chief of Naval Operations

Subj: IMPORTANCE OF NAVY OCCUPATIONAL SAFETY AND HEALTH DURING
DOWNSIZING

1. One of the most significant challenges currently faced by Navy commands is the need to intelligently reduce costs, including personnel costs, in response to increasing budgetary constraints. This downsizing effort necessitates that we scrutinize and seek new efficiencies in all facets of Navy operations. Command Occupational Safety and Health (OSH) programs are subject to such scrutiny, and it is expected that efficiencies may be identified in some of these programs. However, all commands must clearly understand that it is the unalterable policy of the U.S. Navy that neither personnel safety nor OSH regulatory compliance will be sacrificed to meet funding and personnel constraints.

2. As commands plan for downsizing, restructuring, or even closure, they must recognize that the need for effective OSH programs is not diminished, and may even be increased, during such times. With fewer people to carry out direct mission assignments, we need those who remain to be on the job at full capacity rather than away from work or working at diminished capacity due to injuries. As reductions necessitate assigning personnel to perform new and unfamiliar jobs, additional OSH training and attention may be needed to prevent the increased injuries that often accompany inexperience. When budgets are tight, scarce funds must not be consumed by avoidable Federal Employee Compensation Act (FECA) workers' compensation costs arising from injuries that could have and should have been prevented. With staff and line management personnel at a premium, their time and energy should not be wasted in responding to external regulators for violations which should have been caught and corrected in-house. Above all, we continue to owe a safe and healthful workplace to all Navy personnel, even those at bases slated for closure.

3. The effort necessary to maintain a satisfactory OSH posture will not normally vary in proportion to changes in command workload or population. Many OSH functions arise primarily from factors which are unaffected by such changes. For example:

a. Safety and health inspections of workplaces are driven by the nature and number of facilities to be inspected, rather than by the workload or population within them.

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b. Workplace health monitoring to evaluate employee exposure to stressors is driven by the number of potentially hazardous processes performed by the command rather than the number of people performing them.

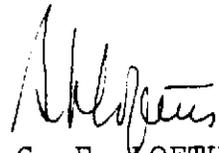
c. OSH review and input for work procedures, instructions, training plans, technical manuals, etc., is driven by the number of processes for which such documents are developed, rather than by the number of times those processes are repeated in carrying out the assigned workload.

d. Management and coordination of mandatory OSH program elements such as respiratory protection, asbestos, lead, hazard abatement, employee hazard reporting, medical surveillance, etc., will normally continue at approximately the same level, even if fewer command personnel are participating in such programs.

e. Recent and pending regulatory requirements are creating increased demands for OSH support in areas such as hazardous material control and management, environmental protection, back injury prevention, ergonomics, and electrical safety.

f. In response to increasing general awareness of OSH issues, coupled with the Navy's broad objectives to reduce injuries, achieve and maintain OSH regulatory compliance, and reduce FECA costs, it is expected that command managers will place greater demands on OSH data and trends, interpretation of regulations, and development of OSH improvement plans.

4. As difficult budget and personnel decisions are made in the upcoming months and years, we must ensure that OSH programs are not compromised. Our objective should be to provide a safe workplace and compliance with all applicable OSH regulations. Each command must ensure that it identifies and programs the resources necessary to effectively carry out that responsibility.


S. F. LOFTUS
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