

Headquarters U.S. Air Force

Air Force ESOH Management Best Practices Assessment



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Integrity - Service - Excellence



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Key Messages...

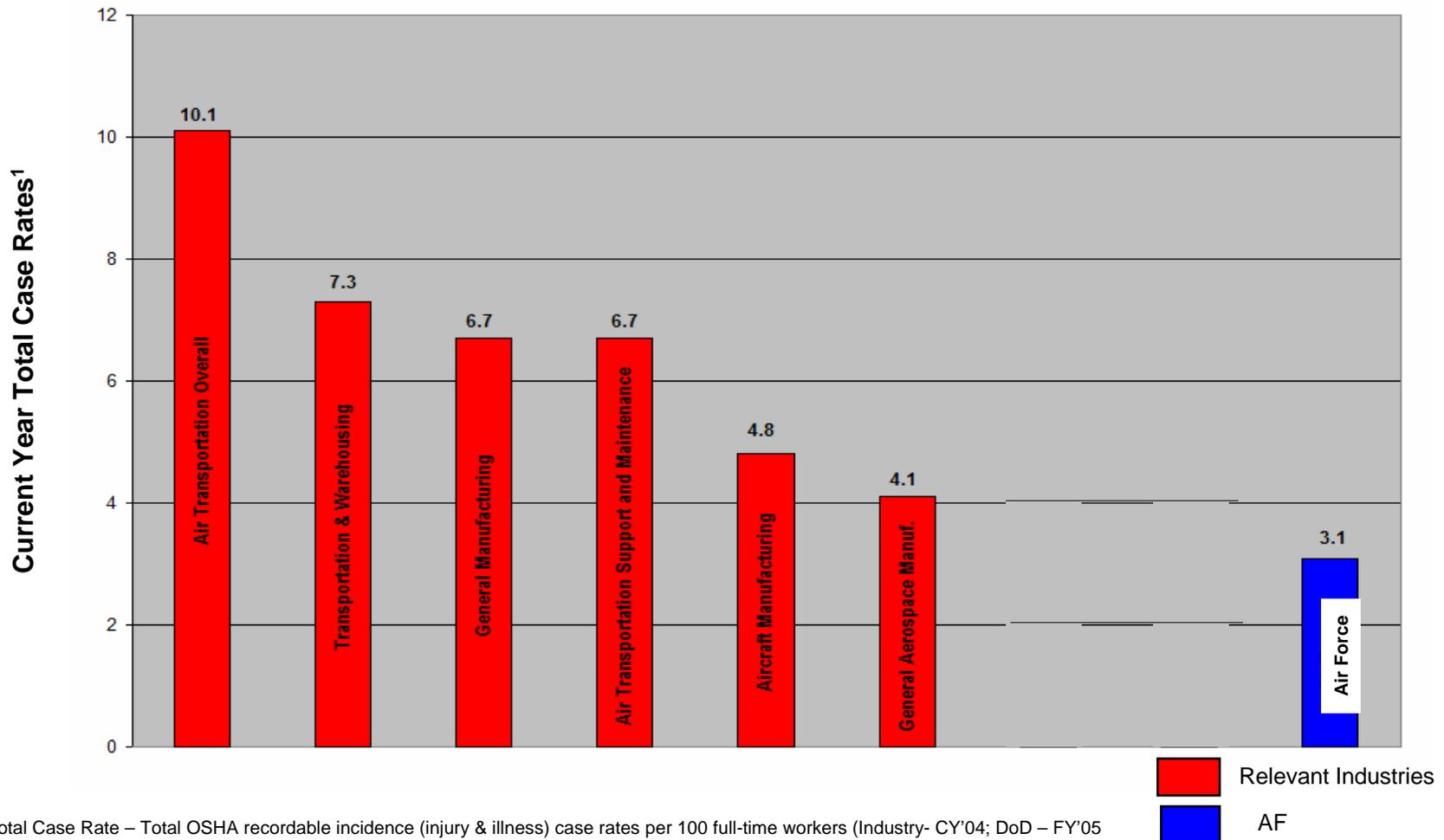
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- ***Best in class* industries have figured ESOH out:**
 - Injuries/Illnesses not a cost of doing business
 - Injury, quality, and productivity are mutually dependent
 - Zero is a reasonable expectation
 - **Air Force can learn from industry**
 - This is a tough sell ...“We are not like them”
 - We are at the margins of safety improvement
 - Our safety improvement is static
 - **Silver bullet?**
 - Creativity at all levels
 - Solutions oriented
 - Continuous improvement
-

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Current Air Force SOH Performance Comparison

- Air Force SOH performance compares well with industry averages

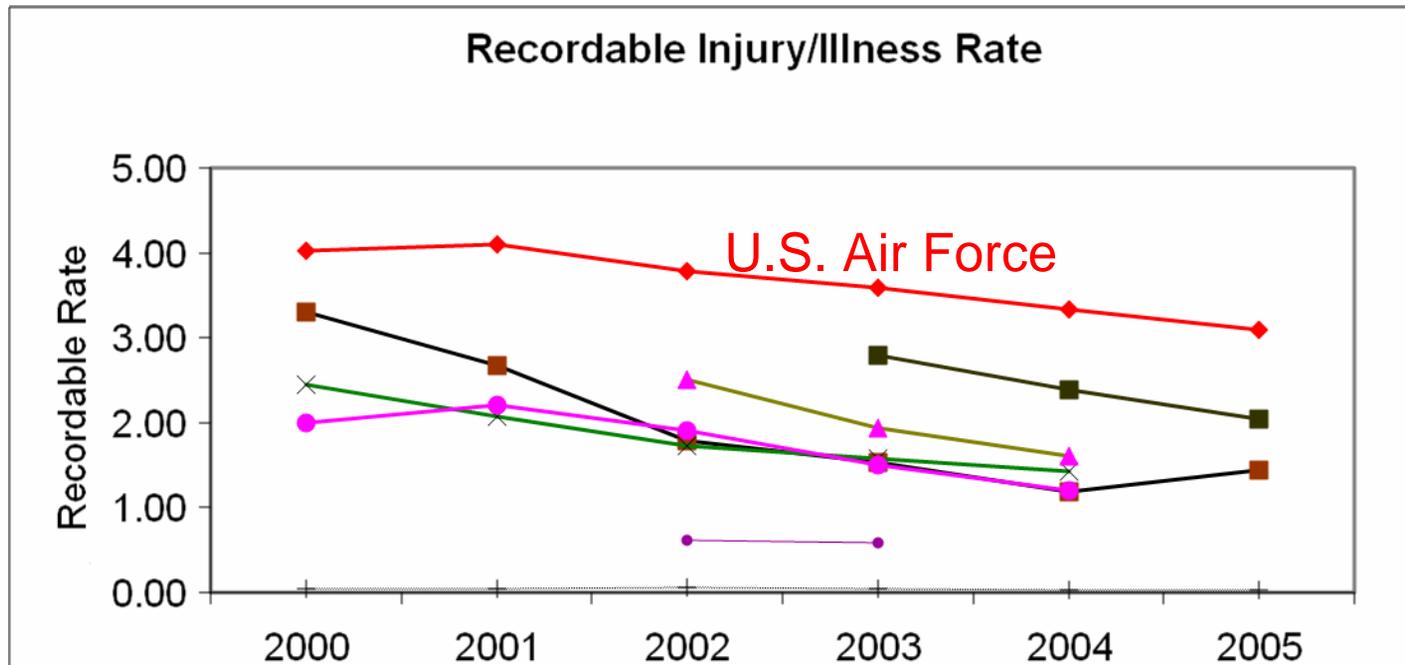


¹ Total Case Rate – Total OSHA recordable incidence (injury & illness) case rates per 100 full-time workers (Industry- CY'04; DoD – FY'05)



But Compared To Best in Class Case Rates.....

We are headed in the right direction, however opportunities exist to decrease illnesses and injuries to best in class.



• Move from AF Current to “Best in Class” means:

- 600 fewer injuries (Recordable) and lost time cases drops from 2456 to 872.**

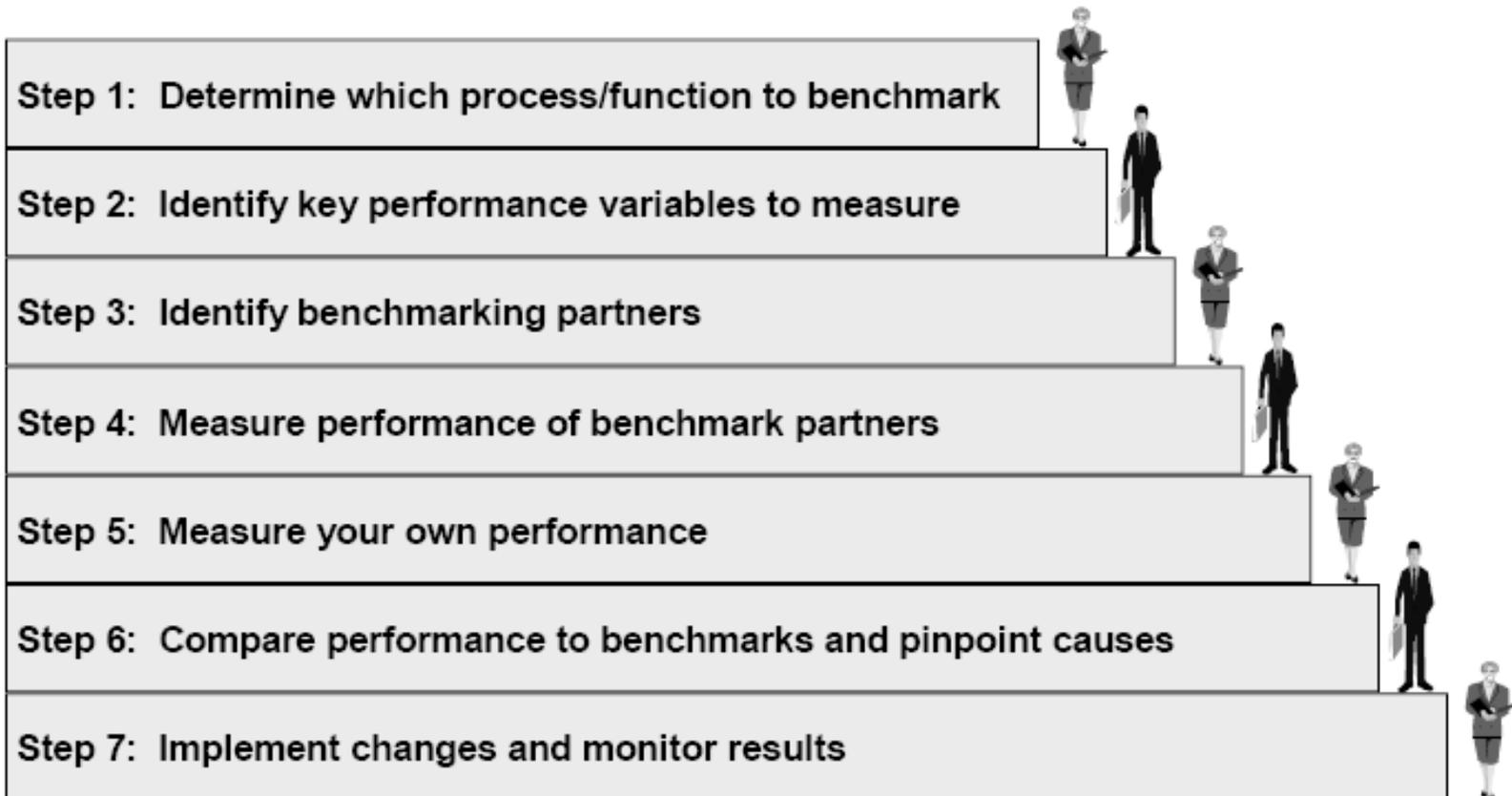
• Also recouped are other efficiencies: ripple effect beyond the injured Airman – investigation, substitute work, mission does not get accomplished

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The Air Force ESOH-MS Benchmarking Follows an Accepted Standard Process

SEVEN-STEP BENCHMARKING PROCESS



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Benchmark Candidates Were Screened to Arrive at a "Top Performers" List

Company	TOP 25	ISHN	NSC	EPA	Bus.Week	USCIB
DuPont (E.I.)	✓	✓	✓		✓	✓
Johnson & Johnson	✓		✓	✓		
Intel Corp.	✓					✓
3M Company	✓	✓				
IBM	✓	✓				✓
Ford Motor	✓	✓				
General Motors	✓	✓				
Procter & Gamble	✓					✓
Hewlett-Packard	✓					
Bristol-Myers Squibb	✓					
Dow Chemical	✓	✓				
Motorola	✓					
Baxter International	✓			✓		✓
Eastman Kodak	✓					
Xerox Corp.	✓					
Lucent Technologies	✓					
Kerr-McGee	✓					
General Electric	✓	✓				✓
Lockheed Martin	✓					
Pfizer	✓					
Merck	✓					
Visteon	✓					
Sun Microsystems	✓					
Exxon Mobil	✓					✓
Rockwell Collins				✓		
Alcoa		✓			✓	
British Petroleum		✓			✓	
United Parcel Service		✓				

Top Performers:

- DuPont
- Johnson & Johnson
- IBM
- Baxter
- General Electric
- Intel
- 3M
- Ford
- Procter & Gamble
- Dow Chemical
- Exxon Mobil
- Alcoa
- British Petroleum
- Lockheed Martin
- Motorola



Data Collection Occurred at Corporate and Site Levels

- **Telephone Screening**
 - **Purpose of the benchmarking initiative**
 - **Preliminary information/distribute data collection tools**
 - **Logistics and preparation**
- **Corporate Level Visit**
 - **Review management systems with Corporate ESOH staff**
 - **Evaluate quantitative and qualitative performance indicators**
 - **Review ESOH tools and MIS**
- **Site Level Visit**
 - **Observe site-level ESOH MS implementation and performance**
 - **Interview site manager and staff regarding ESOH success factors**



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Key Performance Benchmarks Include.....

Quantitative

- **Total Case Rates**
- **Total Days Away Rate**
- **Ratio of ESOH staff to total employee population**
- **% of sites in OSHA VPP**
- **% of sites certified to ISO 14001, OHSAS 18001, or other MS standard**

Qualitative

- **Degree of ESOH alignment and integration with business objectives and operational readiness**
- **Degree of integration between the E, S, and OH functions**
- **Type and sophistication of ESOH tools and IT systems to manage ESOH performance data**



*Goal: Use Benchmarking Results
to Improve Existing ESOH Programs*

- **Identify best practices for promoting ESOHMS implementation and integration**
- **Provide inputs for ESOH performance monitoring and EESOH-MIS application**
- **Implement identified solutions, methods, and tools**



Benchmarking Results

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Pacific Northwest Site Office



Idaho National Laboratory



Problem Statement

- Workplace injuries and illnesses impact mission execution
- ESOH performance and mission impact are highly correlated but ROI is not visible
- ESOH performance will not improve without a change in business process

Issues

- Air Force lost time/resources due to injuries, the highest in class
- Air Force health care costs continue to escalate despite budgetary constraints
- Environmental performance has declined
- 10%+ reduction in force mandates driving out waste of resources from injuries

Drivers

- SECDEF Initiative to reduce DoD Safety incidents by 75%
- PBD720 and AFSSO21 requirements; Executive Orders and OMB Scorecards

Key Benchmarking Objectives

- Create and reinforce ESOH value to the Air Force mission and war fighting capability through strategy, policy, operational measures, and training
- Review adequacy of current senior management forums and tools for promoting, supporting, and engaging in ESOH management
- Formalize ESOH communications strategy and plan (internally and externally) to promote ESOH awareness, advocacy, and ownership
- Sponsor a formal campaign to instill a culture of ESOH Excellence throughout the organization that is constantly invigorated—current culture is fragmented
- Review existing auditing functions, metrics, and knowledge management systems to enhance ESOH performance management and foster strong accountability
- Formalize ESOH communications strategy and plan (internally and externally) to promote ESOH awareness, advocacy, and ownership

Air Force Needs & Opportunities

- ESOH is an integral part of business performance and enhances mission
- Active and ongoing senior management commitment and involvement supported by enthusiastic employee led ESOH teams
- Formal, clearly defined, integrated ESOH management structure
- Significant emphasis on performance management and personal accountability
- Robust communications facilitated and supported by advanced, continuously accessible knowledge management systems and technology

World Class ESOH Keys to Success

1. Brief Senior Executive, Operational, and ESOH Communities on benchmarking results (conferences, forums, road shows). Make the case we cannot afford not to implement process changes
2. Incorporate themes and lessons learned into AFI 90-80X, ESOH Management (currently under development)
3. Develop outreach and communication plan to inculcate ESOH performance excellence
4. Formalize ESOH Best Practices Implementation Plan to establish specific near-term, mid-term, and long-term actions for ESOH Transformation (action teams, OPRs, milestones)
5. VPP is the driving force for change

Critical Next Steps



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Pacific Northwest Site Office



LOCKHEED MARTIN

Key Benchmarking Objectives

Problem Statement

- Workplace injuries and illnesses impact mission execution
- ESOH performance and mission impact are correlated; ROI not visible
- **ESOH performance will not improve without business process change**

Issues

- **Air Force lost time/recordable rates are 2 to 3 times higher than best in class**
- Air Force health care costs continue to escalate despite budgetary constraints
- Environmental performance has “flat-lined”
- **10%+ force reduction mandates driving out waste of resources from injuries**

Drivers

- SECDEF Initiative to reduce DoD Safety incidents by 75%
- PBD720 and AFSSO21 requirements; Executive Orders and OMB Scorecards



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World Class ESOH Keys to Success

- **ESOH is integral to business performance and enhances mission**
- **Active and ongoing senior management commitment and involvement supported by enthusiastic employee led ESOH teams**
- **Formal, clearly defined, integrated ESOH management structure**
- **Emphasis on performance management and personal accountability**
- **Robust communications supported by advanced, continuously accessible knowledge management systems**



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LOCKHEED MARTIN

Air Force Needs & Opportunities

- **Create and reinforce ESOH value to the Air Force mission and war fighting capability**
- **Promote the message through senior management forums**
- **Sponsor a formal campaign to instill a culture of ESOH Excellence throughout the organization that is constantly invigorated**
- **Review existing auditing functions, metrics, and knowledge management systems to enhance ESOH performance management and foster strong accountability**
- **Formalize ESOH communications strategy and plan (internally and externally) to promote ESOH awareness, advocacy, and ownership at all organizational levels**



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Baxter



PNSO

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Idaho National Laboratory

Johnson & Johnson

LOON HEEB MARTIN

Critical Next Steps

- **Brief Senior Executive, Operational, and ESOH Communities on benchmarking results. Make the case we cannot afford not to implement process changes.**
- **Incorporate themes and lessons learned into policies as appropriate**
- **Develop outreach and communication plan to inculcate ESOH performance excellence**
- **Formalize best practice action plan**
- **Embrace VPP as the driving force for change**



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Benchmarked Partners Application

- **“There is no silver bullet”**
- **Implementation had 3 common themes:**
 - **Creativity: Solutions require management and staff to mine creative juices of all employees**
 - **Solutions oriented: Injuries are waste**
 - **When LEAN out injuries by prevention, performance increases**
 - **Solutions can be simple**
 - **Continuous improvement based on outcome metrics; when being the best is not good enough**
- **Specific industry examples to follow...**





Committed Active & Ongoing Senior Management Involvement

- **Direct interaction with company VP's**
- **Employee -led safety councils with active VP and plant manager ownership**
- **Leaders decided: link SOH performance to appraisals, bonuses; include ESOH performance in shareholder reports; evaluate sites on ESOH performance**
- **ESOH goals set at corporate level and pushed down**
- **Corporate ESOH functions have direct accountability, visibility, accessibility to the VP and CEO**
- **Site managers held personally accountability: displayed in ESOH performance metrics and “base to command” briefings**

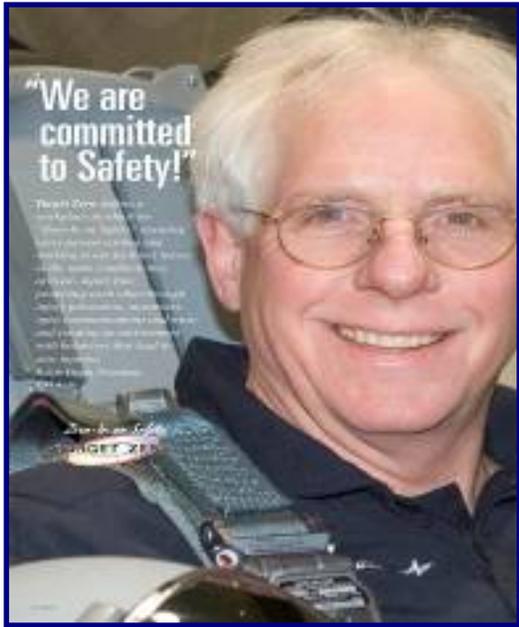
Shared Ownership

- **Senior management** place a **high value** on the health and well-being of people, believe that accidents are unnecessary, intolerable and preventable and let those thoughts be known throughout the organization.
- **Line managers / supervisors** accept primary responsibility for leading safe operations.
- **Employees** actively contribute to and cooperate with the process because it is founded upon **shared values**, not imposed rules.



Senior Management
Involvement

Senior Leaders Signing up to their commitment to ZERO



Senior Company Leaders Advocating for Safety



"Zero-In on Safety" Commitment

The F-16 Program and the Safety and Health Department will continue to work together to reduce work place injuries and to demonstrate our commitment to "Target Zero". We commit to the following Principles:

- "Zero – In on Safety" – we commit to an environment that allows employees to return home from work in the same, injury free condition in which they arrived.
- We commit to protect our fellow employees, customers and contractors by promoting injury prevention, safety awareness, open communication and trust.
- We commit to reinforce watching out for each other, speaking up to address unsafe conditions, and to focusing on our fellow employees and a safe environment.
- We believe that "Safety is Everyone's Responsibility" – everyone, in every program and every area, is personally accountable for safety.
- We believe that every employee's involvement and input is essential for an effective safety program.

We are committed to meeting our 2006 goal of a 10% reduction in Target Zero metrics from our 2005 stretch targets. We commit to regularly communicate performance towards our goals to all employees. We understand that injuries and projected hours for 2006 will be reviewed quarterly and injury reduction goals may be revised accordingly.

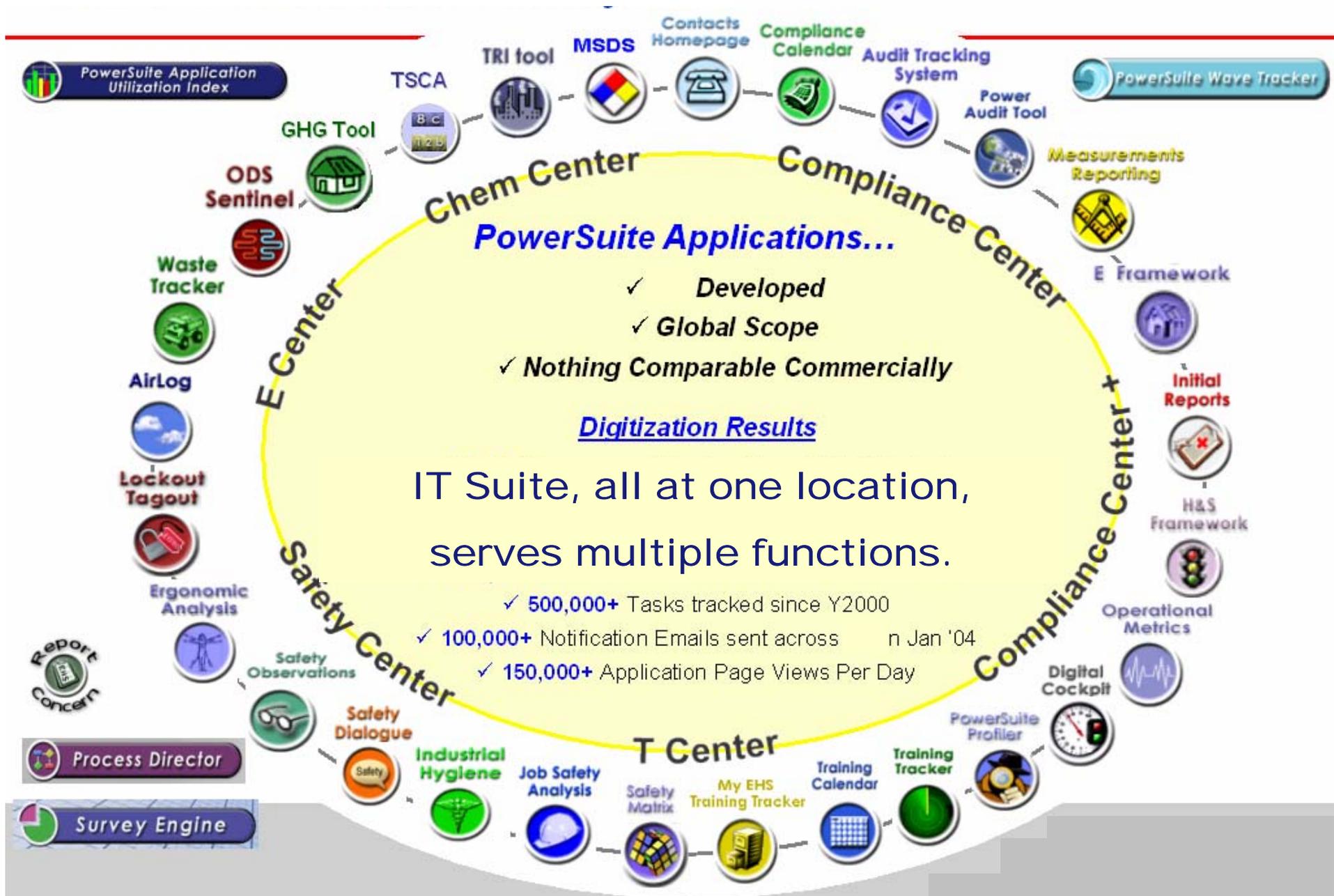
Our commitment to providing a safe environment for our employees and to achieving the "Target Zero" injury reduction goals is demonstrated by our signatures below:

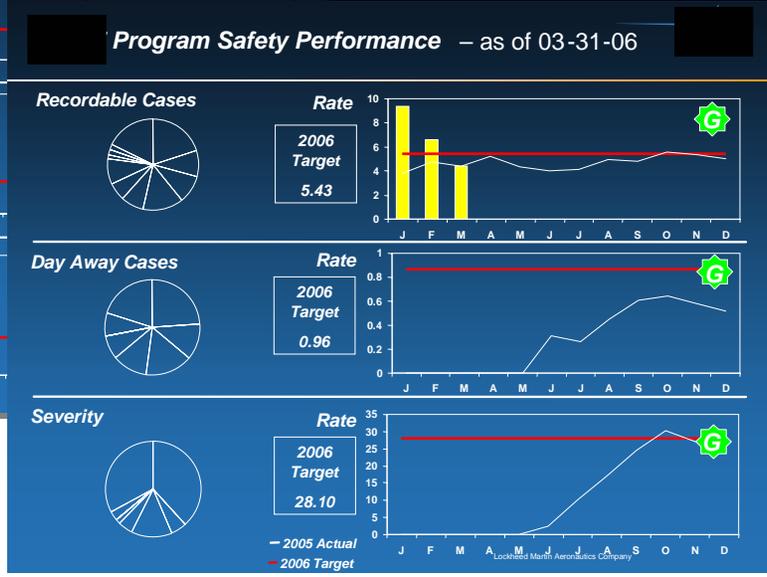
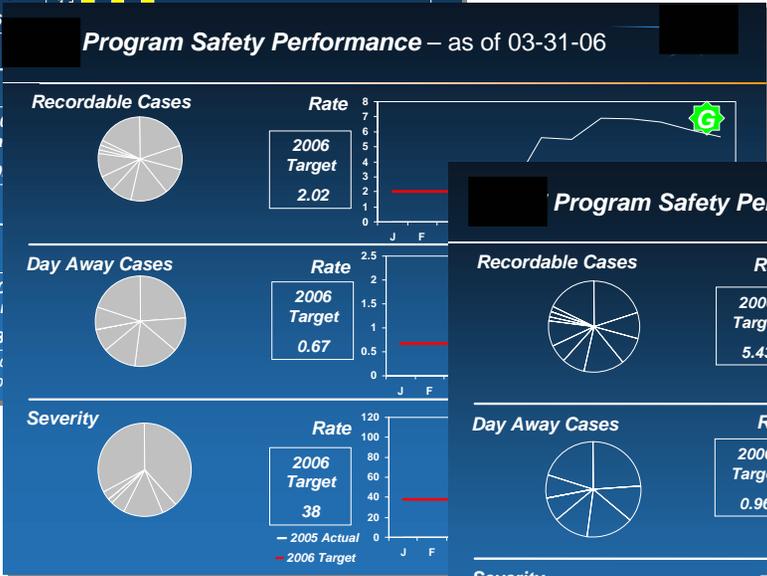
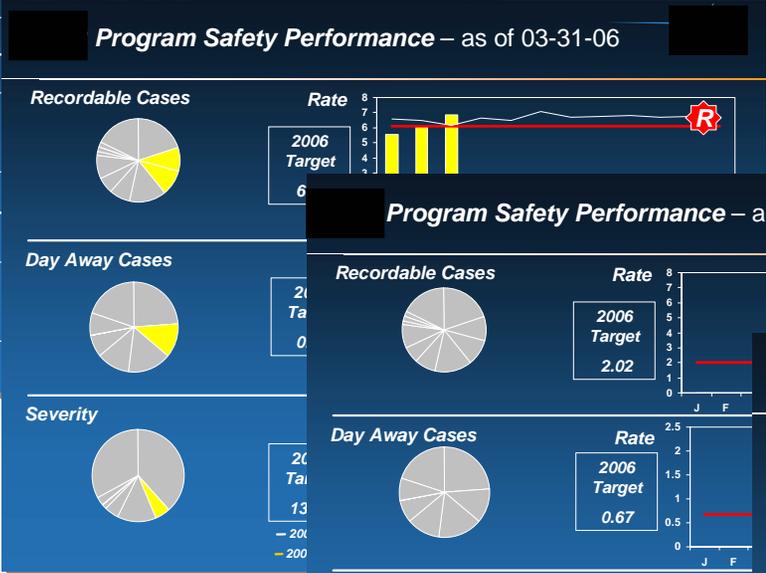
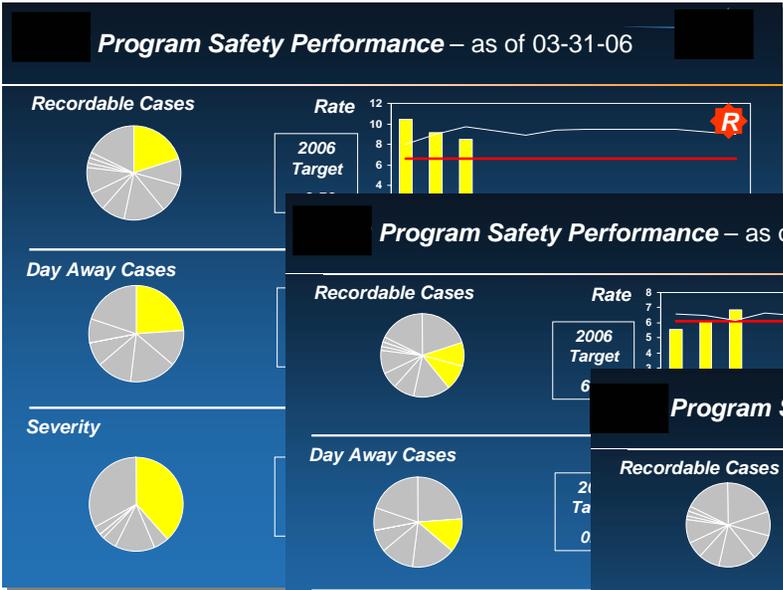


Solid ESOH Communications and IT Systems

IT systems that

- Provide near-real-time access to safety information- incident reports, near misses, trending.
- Track performance against; completely transparent.
 - Permits recalibration of ESOH goals against targets.
- Allow plant manager access to the safety data they are held accountable for.... Same data is reported to Sr Leadership
- Deliver accessible, focused safety training and reference materials which are continuously maintained and refreshed.
- Communicate corporate goals, safety trends, and patterns.





Program Leadership meet monthly with Sr Leader to review Program Performance – Safety & Health performance has been added as a critical element of the review.

Briefing to corporate/company VP



Solid ESOH Communications and IT Systems

Communication systems that

Put ESOH issues constantly up front:

- Newsletters, fact sheets, porcelain press, daily safety message, updating safety posters (14 days), personalized safety posters, luncheons, safety mannequin, use of TV's in lunch rooms for safety messages, safety ID cards, pocket guides
- Include in-depth newcomer orientation; include safety brief at gate by security personnel
- Use organizational structure to communication ESOH and security messages
- Link online site specific safety and health training to equipment accessibility
- Support communication blitz (posters, emails, graphics, videos)

ID Card Badge Examples

Bill of Rights

I have a right to:

1. Willingly participate in the identification and resolution of safety and health issues
2. Report or stop unsafe acts and conditions without fear of reprisal
3. View the results of accident/incident investigations and safety & health inspections
4. Become actively involved in creating a workplace that is free of injury and illness.

The Five Major Elements of VPP

- Management Leadership
- Employee Involvement
- Worksite Analysis
- Hazard Prevention & Control
- Safety & Health Training

Think Safety TARGET ZERO ESH POCKET GUIDE **MANAGEMENT WALKAROUNDS**

THINGS TO LOOK FOR:

- Good housekeeping present? Do cords/hoses present tripping hazards?
- Emergency exits unblocked?
- Machine guards in place (no exposed sharp blades, wheels, etc.)?
- Electrical panels unblocked?
- Chemical and hazardous waste containers labeled and kept closed?
- Solvent rags bagged when not being used?
- Wearing required personal protective equipment (PPE)?
- Handling heavy/awkward material safely (using hand trucks, forklifts, getting help, etc.)?
- Scooter and other vehicle operators following traffic rules (stopping at stop signs, driving at a safe speed, stopping at intersections, etc.)?
- Equipment kept in good operating condition?

SAFETY IS EVERYONE'S RESPONSIBILITY

HUMAN PERFORMANCE TOOLS

STAR (Self checking)

- Stop** Focus attention on task at hand
- Think** Understand exactly what to do
- Act** Perform the action
- Review** Verify you get intended results

5 Questions For Every Task (SAFER conversation)

- ✓ What are the Critical Steps?
- ✓ What are the Error Likely Situations?
- ✓ How bad can it get?
- ✓ What defenses are in place?
- ✓ Is there Expertise

Seven Tools For Success

- ✓ Self-Checking (STAR)
- ✓ Peer-Checking
- ✓ Formal Communications
- ✓ Procedure Use
- ✓ Time-out (Stop if uncertain)
- ✓ Questioning Attitude (QV&V)
- ✓ Pre-job Briefs (SAFER)

Error Likely Situations

- ✓ Complacency/Overconfidence
- ✓ Change in Plan or Conditions
- ✓ First Time Evolution
- ✓ High Consequence Activity
- ✓ Irreversible Point of Action
- ✓ Inexperience with Task/Activity
- ✓ High Work Load/Fatigue/Stress
- ✓ Complex Problem
- ✓ Unclear Mental Picture
- ✓ Distractions/Loss of Focus

• Landlord Storage Bldg (IF-610)
2351 N. Boulevard

• May Street North (IF-614) - 369 May Street

• May Street South (IF-615) - 410 May Street

• NBA (IF-613) - 2095 N. Boulevard

• North Holmes Facility (IF-639)
1405 Northgate Mile

• National Security Lab (IF-611) & Greenhouse (IF-658) - 2271 N. Boulevard

• North Yellowstone Lab (IF-651)
1980 N. Yellowstone Ave.

• ROB (IF-601) - 2251 N. Boulevard

• Record Storage Bldg (IF-663)
2159 N. Boulevard

• SAF (IF-627) - 2151 N. Boulevard

• TSA (IF-604A) - 1580 Sawtelle St

• TSB (IF-604B) - 1520 Sawtelle St

• University Place & Tech Library (IF-618)
1776 Science Center Dr

• Willow Creek Bldg (IF-616) & Mech Bldg (IF-617)
1955 Fremont Ave.

call 9-911



I will actively care for my safety and the safety of others.

Vision

Create a healthy work environment that is free from occupational injury and illness by actively caring for my safety and the safety of my fellow employee.

Policy

All work activities at the ICP will be conducted in a safe, compliant manner, preserving and protecting our workforce, resources, environment, and our communities.

Think Safety TARGET ZERO ESH POCKET GUIDE **MANAGEMENT WALKAROUNDS**

QUESTIONS TO ASK:

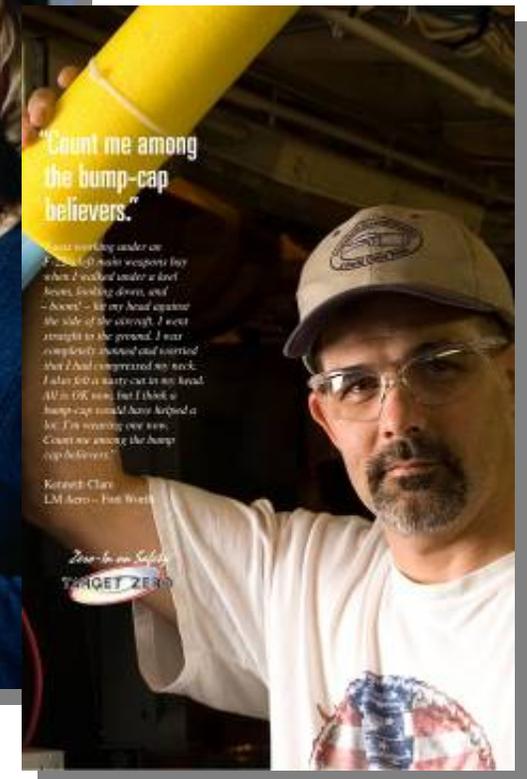
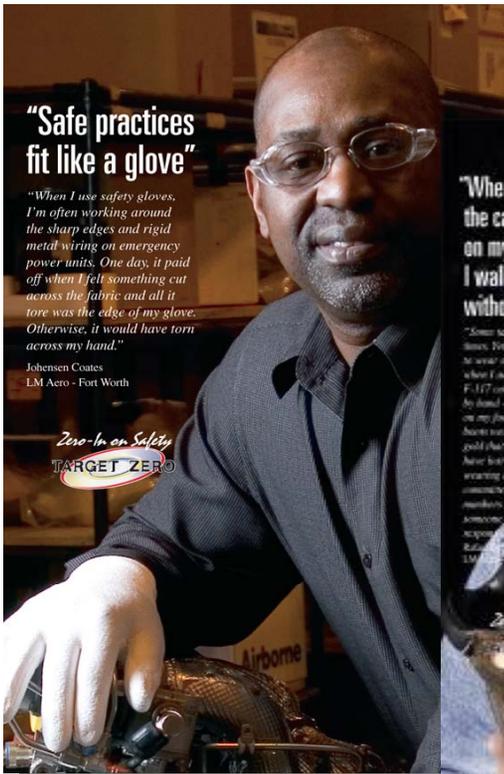
- "Do you know what PPE is required for your job? How do you find out?"
- "Do you know how to report safety hazards?"
- "Do you know how to contact ESH?"
- "Is there a safer way to do the task? What's preventing you from doing it that way?"
- "When was your last safety meeting? What was discussed?"
- "Who is responsible for ESH?"
- "What's the last injury you remember in your area? What happened? How could it have been prevented?"
- "What does your manager/supervisor do to promote safety?"
- "Do you see safety getting better or worse in your area? What are the reasons?"
- "What is Target Zero?"

SAFETY IS EVERYONE'S RESPONSIBILITY
S&H/clerk/form/021505

STC Building List

- Bonneville County Tech Center (IF-670)
101 Technology Dr.
- DOE Bus Lot and Dispatch Bldg (IF 631)
1345 Chaffin Lane
- Energy Storage Tech Lab (IF-605)
2151 N. Boulevard
- EROB (IF-654) - 2525 N. Fremont Ave.
- Heyrend Way Lab (IF-664)
2556 Heyrend Way
- IAB (IF-606) - 785 DOE Place
- Idaho Innovation Center Bay 2 (IF-673) - 2300 N. Yellowstone
- IEDF (IF-657) - 2255 N. Boulevard
- IORC (IF-608) - 1155 Foote Drive
- IRC (IF-602), Lab (IF-603), Physics Lab (IF-638) & Chemical Storage Facility (IF-655) - 2351 N. Boulevard
- IRC Backup Firewater Pump House (IF-635)
2151 N. Boulevard

Peers Advocating for Safety...It happened to me!





Clearly Defined Management Structure

- **Delineation of responsibility, authority, and accountability**
 - **Non safety professional responsible for team safety training**

- **Roles and responsibilities defined: line management and employees; Unit VPP Management Champion, Unit Employee Safety Team chairperson**

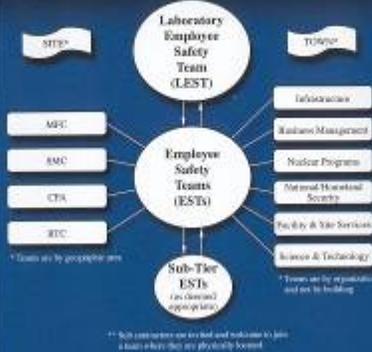
- **Tiered safety organizations: employees, managers, EHS professionals, EHS Committees, and the EHS Council.**
 - **“Every employee is a safety person”**
 - **Employee led safety councils (representing 100 people) - critical**
 - **Hazard recognition reporting and corrective action, accident investigation, root cause analysis**

Employee Led Safety Team Brochure

The purpose of the Employee Safety Team is to:

- Contribute to the elimination of workplace injuries.
- Increase employee and management involvement in safety and health concerns.
- Promote identification of and provide solutions for safety concerns.
- Provide a process to implement laboratory safety and health programs and activities.
- Promote employee involvement in the safety process.





Unit's Homepage Address

RTC: <http://home.inel.gov/safety-health/VPP/ra/index.htm>
 SMC: <http://www.web.INDEX.HTM>
 MFC: <http://home.inel.gov/safety-health/vpp/infopub/vpp.asp>
 CFA: <http://home.inel.gov/safety-health/vpp/cfa/>
 S&T: <http://home.inel.gov/safety-health/vpp/ks/vpp.html>

Infrastructure:
<http://home.inel.gov/safety-health/vpp/stc/mest.asp>

Nuclear Programs:
<http://home.inel.gov/safety-health/vpp/npp/index.aspx>

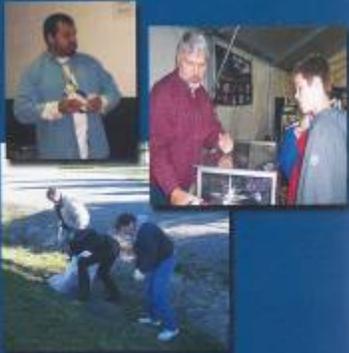
Business Management:
<http://home.inel.gov/safety-health/vpp/busmg/bbusinessVPP.asp>

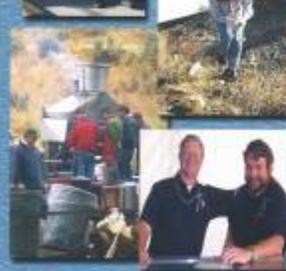
National & Homeland Security:
<http://web.inel.gov/nationalsecurity/VPP/>

Facilities & Site Services:
http://home.inel.gov/safety-health/vpp/fss_down/index.htm

Employee Safety Teams and Me

Working together towards a World-Class Laboratory





ESTs handle a wide variety of functions and projects. Some of their more common general roles include:

- Sharing and promoting a commitment to safety
- Exchanging information and expertise
- Helping to set and meet safety goals and objectives
- Encouraging health and safety issues
- Identifying and implementing ways to make the workplace safer
- Keeping up to date on new hazards, protective measures, safety laws, and safety issues
- Communicating employee safety concerns to management
- Communicating employer safety policies and goals to employees
- Setting a good safety example for others
- Inspecting the workplace, or some part of it, to identify hazards and safety concerns
- Developing recommendations or plans for mitigating or eliminating hazards
- Responding to or reviewing employee safety complaints
- Identifying training needs and participating in safety training programs
- Encouraging all employees to follow safety rules
- Participating in injury/losses analysis
- Trending safety and health data

Safety teams can have a major impact on the workplace. Team members are LEADERS. They model safe behaviors and encourage safety as a value within the Laboratory. They believe that all injuries are preventable and that zero injuries can become a reality. They provide a forum for focusing every segment of the organization on safety. They help us identify and control hazards in the most timely and effective way. In addition, they give us the benefit of a wide range of experiences, knowledge, and perspectives, so we can give safety the attention and resources needed to prevent accidents and protect us all from injury and illness on the job.

How can you learn what your EST is doing and who is your representative on the team? Go to your Unit VPP homepage and review the minutes of each meeting. Even better than that, look up the meeting schedule and attend a monthly meeting



Actively caring for your safety and theirs!

Employee Led Safety Committee Example

- **Routine Functions**
 - **Monthly Meetings with Corporate President**
 - **Assist in reviewing and resolving Employee Concerns**
 - **Participate in incident investigation and critiques**

- **Roles and Responsibilities**
 - **Resolution of Employee concerns related to ESOH**
 - **Accompany inspection and assessment teams for the purpose of identifying ES&H-related hazards in the workplace**
 - **Maintain craft qualifications required for their job position and eligible to support overtime work**

- **Benefits**
 - **Increased worker involvement in problem resolution**
 - **Reduction in Employee Safety Concerns that require formal resolution**

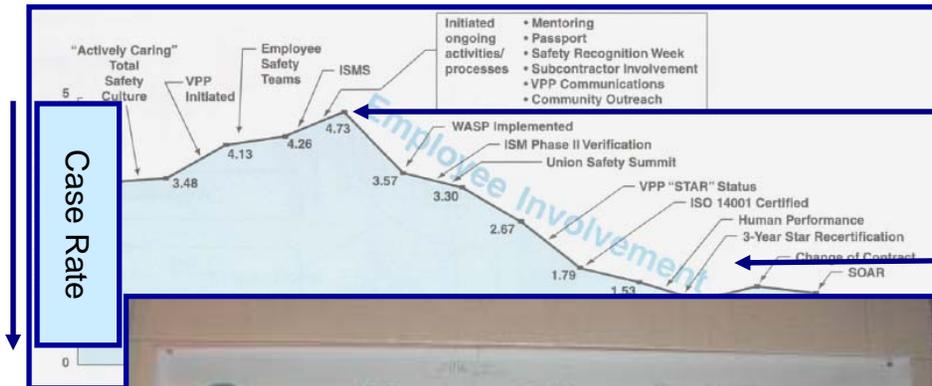


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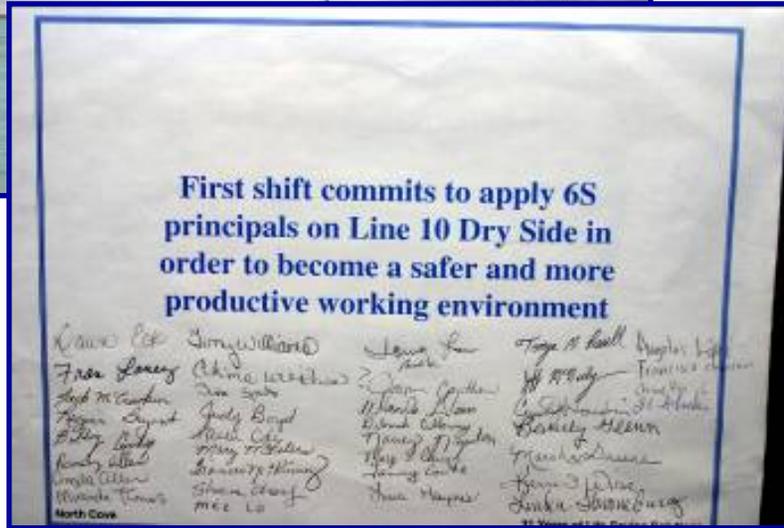
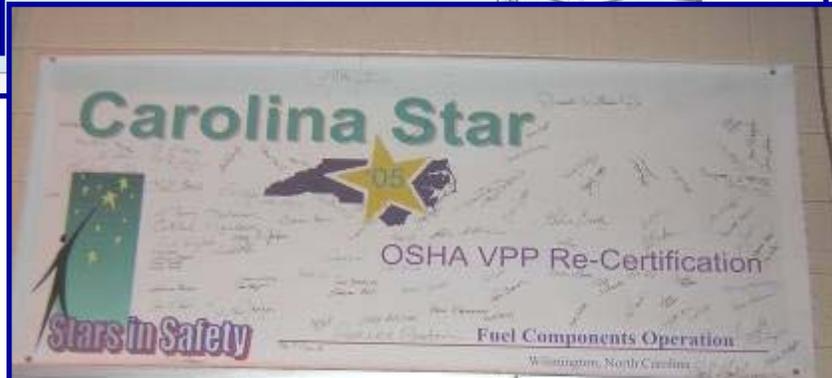
Culture of ESOH Excellence.

- **A passion for constant safety improvement**
 - **ESOH champion: Identified/allowed to infect the culture**
 - **Peer safety training**
 - **Employees understand cost of accident:**
“we just cant afford to get hurt”
- **Safety violations/near miss reporting rewarded - no fear of repercussion.**
- **Constantly improvement creating a "brother's keeper/wingman" mentality**
 - **Peer safety observers strongly influence behavior and engage employees in promoting safety**
- **Employee ownership of the ESOH program promotes/sustains ethic.**



Safety – Compliance/Enforcement

Safety – Brother's Keeper



Changing the Culture...

HALLS & WALLS
out with the old
Campaign and Contest
April 5-20 2006

In preparation for VPP Star Recertification, the VPP Office is sponsoring a campaign to rid ICP of old, tattered, outdated posters. The 5 ICP employees who turn in the **oldest** posters by the deadline will receive **\$50** gift certificates. Additionally, the 5 ICP employees who remove the **most** posters (accumulation verified by an EST/VPP rep) will receive **\$75** gift certificates.

Here are the rules:

- Any ICP employee may participate.
- Management encouragement and involvement is a must!
- Employees do not have to stick to their own work areas. (Some areas need more help than others!)
- Only old, tattered, out-of-date posters/flyers should be removed!
- For "oldest poster" entries, send your (1) your name, (2) S#, (3) phone #, (4) the poster, and (5) exactly where you found the poster to Vyvyan Bretz (via regular mail). The 5 winners will have their pictures taken with their poster.
- Short of carbon dating, the age of some of the posters might be hard to determine. In such a case, the decision of the Halls & Walls Campaign Committee will be final.
- For the "most posters removed," contact an EST/VPP representative to have a photo taken of you and your pile of posters. Then send your (1) name, (2) S#, (3) phone #, (4) the name of the EST/VPP rep involved, (5) the number of posters, and (6) the photo to Vyvyan Bretz (via e-mail or regular mail). Please DON'T submit the actual pile of old posters!
- If you're not sure if a poster should be removed, ask your EST/VPP rep or management!
- Posters may be big or small, official looking or "homemade."
- Be on the lookout for INEEL, INEL, BBWL, Lockheed, etc., posters.

Important!

- The campaign/contest does NOT include SIGNS – such as danger, warning, caution, notice, and radiological. Old signs are a safety issue. Contact your management or the workgroup you know posted the sign if you see one that is out-of-date or damaged.
- Please don't ignore old posters just because they are not old enough to win the contest. The Halls & Walls Campaign's main purpose is to get our walls in better shape before Star Recertification assessors arrive.
- If you find a locked display case with the owner long gone, get your management involved. Cases with ancient material in them are an eyesore and need to be opened and filled with current information. Plus, they're prime contest contenders!

Participate and make a difference - & maybe even win a gift certificate. Encourage your co-workers to get involved!



U.S. AIR FORCE



Performance management

- **Performance measures and continual audits are critical for improvement**
 - **Tiered internal & external audits conducted regularly**
 - **External/certification audits verify performance**
- **Audits have an integrated ESOH scope to promote oversight efficiencies and functional integration.**
- **Performance measure analysis leads to targeted facility and program ESOH improvement**
- **ESOH scorecard measure a predetermined set of criteria.**

Health and Safety Framework – Score Card

Administrator Access

Framework Element	Element Owner	Baseline Score			Improve Score			Audited Score? ?	Current Element Color & Score G:Green, Y:Yellow, R:Red NS:Not Scored	Next Due Date	
		Element Score	Validated Qns	Date Scored & Qns Date	Element Score	Validated Qns	Date Scored & Qns Date				
HEALTH AND SAFETY MANAGEMENT											
1.0 Site Health and Safety Policy	Employee	3.5 5.0	3 5	07/05 [2005]				Ho		Y (3.5)	7/26/06
2.0 H&S Expectations & Performance Appraisals		2.3 5.0	9 11	01/05 [2005]				Ho		R (2.3)	1/10/06
3.0 Hazard Analysis and Regulatory Compliance		2.5 5.0	19 24	01/05 [2005]				Yes		R (2.5)	1/10/06
4.0 Employee Involvement		4.0 5.0	20 21	05/05 [2005]	4.0 5.0	20 21	07/05 [2005]	Ho		G (4.0)	7/14/06
5.0 Health and Safety Specialist		1.0 5.0	3 11	04/05 [2005]	2.0 5.0	7 11	04/05 [2005]	Ho		R (2.0)	4/21/06
6.0 Accident Reporting, Investigation and Follow-up		3.3 5.0	20 23	05/05 [2005]				Ho		Y (3.3)	5/16/06
7.0 Health and Safety Training		1.5 5.0	5 13	05/05 [2005]				Ho		R (1.5)	5/3/06
8.0 Health and Safety Housekeeping and Inspections		2.0 5.0	7 23	07/05 [2005]	1.7 5.0	6 23	07/05 [2005]	Ho		R (1.7)	7/15/06
9.0 Personal Protective Equipment		3.7 5.0	13 23	03/05 [2005]	2.3 5.0	17 23	05/05 [2005]	Ho		R (2.3)	5/20/06
10.0 Contractor Safety		4.4 5.0	32 35	05/05 [2005]				Ho		G (4.4)	5/20/06
11.0 Emergency Preparedness and Fire Prevention		1.7 5.0	9 26	07/05 [2005]				Ho		R (1.7)	7/20/06
12.0 Job Safety Analysis		0.0 5.0	0 23	05/05 [2005]	2.8 5.0	18 23	07/05 [2005]	Ho		R (2.8)	7/8/06
13.0 High Risk Operations		3.0 5.0	25 30	03/05 [2005]	5.0 5.0	30 30	06/05 [2005]	Ho		G (5.0)	6/1/06
14.0 Management of Change and Preventive Maintenance		0.7 5.0	2 19	01/05 [2005]				Ho		R (0.7)	1/28/06
15.0 Industrial Hygiene		1.8 5.0	14 51	05/05 [2005]				Ho		R (1.8)	5/23/06
16.0 Chemical Management		0.0 5.0	0 40	02/05 [2005]	0.0 5.0	0 40	04/05 [2005]	Ho		R (0.0)	4/28/06
17.0 Ergonomics		4.3 5.0	35 36	04/05 [2005]				Ho		G (4.3)	4/26/06
18.0 Motor Vehicle Safety		0.0 5.0	0 27	01/05 [2005]				Ho		R (0.0)	1/28/06
19.0 Medical Services		0.0 5.0	1 53	02/05 [2005]				Ho		R (0.0)	2/9/06
20.0 Program Evaluation		4.0 5.0	5 7	07/05 [2005]				Ho		G (4.0)	7/13/06

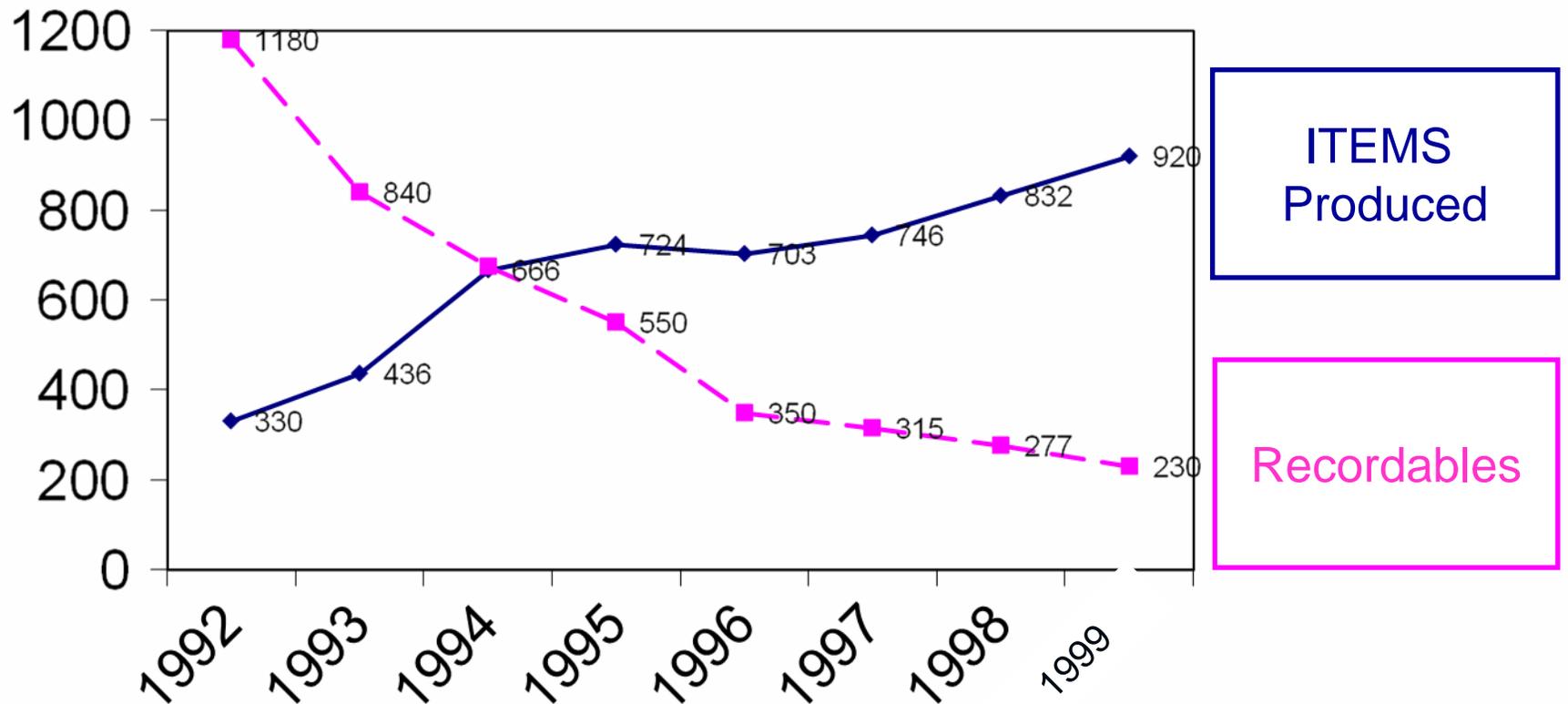


ESOH Integral Part of Business Success and Mission Execution

- **SOH is a leading indicator**
 - **SOH down, production, quality, cost are also down**
 - **Direct link between ESOH performance and production**
 - **Reach beyond company to address ESOH risks in supply chain management**
 - **Global employee brainstorming for ESOH improvement opportunities**
 - **Employee Safety Teams meet to determine/resolve critical safety issues and concerns – Those closest to the problem can be best ones to fix it.**
-

Tangible Impacts

Productivity vs Recordable Injuries



*Examples of
employee Pilot
Safety
Improvements*



Identified Trip Hazards



**New jack to lift side panels
changed a 4 person job to
a 1 person job**

Padded Bump Hazards





U.S. AIR FORCE

Key Messages...

-
- ***Best in class* industries have figured ESOH out:**

 - **Air Force can learn from industry**

 - **No Silver bullet but...**
 - **Creativity at all levels**
 - **Solutions oriented**
 - **Continuous improvement**

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