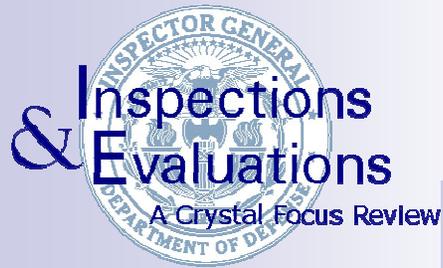


DoD Safety Evaluation

IG Project D2005-DIPOE2-0051



Department of Defense
Office of Inspector General
Inspections & Evaluations

Perceptions Give Direction



*DoD Safety & Health Forum
NSC's Congress and Expo
San Diego, California
November 07, 2006*

**Mr. Wm. Brem Morrison
Assistant Inspector General**

- **DoD IG**
- **Project Update**
- **Perception Survey**
- **The Way Forward**
 - **Recommendations to DSOC**
 - **Culture Maturity Model**



Why the Inspector General?

Title 5 – Appendix, U.S. Code “The IG Act of 1978” as amended

- **Statutory Inspector General**
 - Transparent, objective and independent
 - Promotes economy, efficiency, effectiveness
- **Dual Reporting Channels**
 - Secretary of Defense
 - Congress
- **IG is not management, decision maker**



Project Update--Genesis

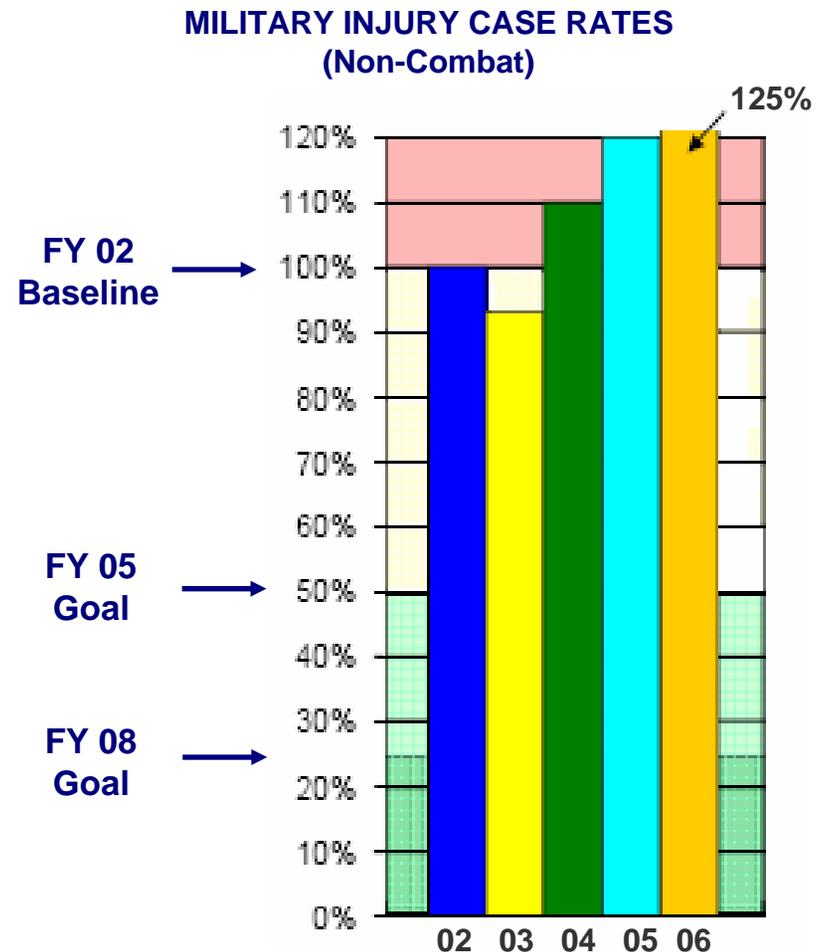
Why was the SecDef Concerned?

May 2003: SecDef issued a challenge to reduce accidents & mishaps by 50% by 2005. Defense Safety Oversight Council (DSOC) established.

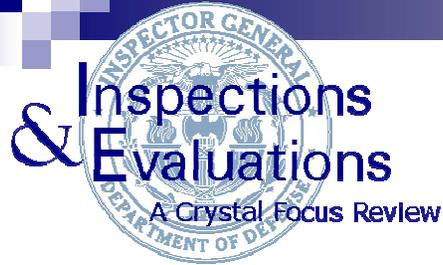
March 2004: SecDef further challenged to reduce accidents by 75% by 2008.

August 2004: DSOC requested DoDIG conduct a comprehensive, systemic safety program evaluation.

November 2004: DoDIG announced the evaluation of the DoD Safety Program.



“World class organizations do not tolerate preventable mishaps.”



Project Update-- DoD IG Announcement

The purpose of our project is to:

- Evaluate the DOD safety program and suggest changes to help achieve a reduction in accidents, as directed by the Secretary of Defense.
- Identify safety issues within DoD and provide a roadmap for change to improve the Department's safety program.

Project Update-- Process



Safety Perception Surveys

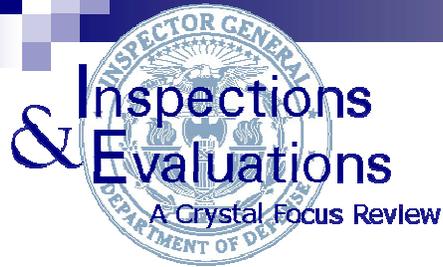
- Part I - Senior Leader
 - Part II - Active Duty
 - Part III - Civilian
 - Part IV - Guard/Reserve
-

Policy

Organization

Resourcing

Exceptional Practices



Project Update Communications

Yesterday

Today

ESH REPORTS IN THE DEPARTMENT OF DEFENSE

2006	
2005	<ul style="list-style-type: none"> US Army Audit Agency, Motor Vehicle and Occupational Health Safety Programs System Safety Implications and Applications of Noise Evaluation and Control in Military Ships GAO, Defense Health Care - Improvements Needed in Occupational and Environmental Health Surveillance during Deployments to Address Immediate and Long-term health Issues Cost Analysis of Military Eye Injuries in Fiscal Years 1988-1998, in Military Medicine
2004	<ul style="list-style-type: none"> CNA, Creating a Safety Culture RAND Corporation, Unexploded Ordnance: Critical Review of Assessment Methods Department of the Army Inspector General, Special Inspection of Army Safety Campaign Awareness Air Force Audit Agency, Environmental, Safety, and Occupational Health Program Costs
2003	<ul style="list-style-type: none"> DoDIG, Army Response to Chemical Agent Incident at Tooele Chemical Agent Disposal Facility DoDIG, Explosives Safety Program Oversight DoDIG, Acquisition of Chemical Demilitarization Program NASA IG, Railroad Operations Involving Hazardous Commodities at the John F. Kennedy Space Center DoDIG, Fire and Emergency Services Program
2002	<ul style="list-style-type: none"> DoDIG, Fuel Cells of the V-22 Osprey Department of the Army Inspector General, Special Inspection Risk Management in the Army DoD, Defense Employee Safety Demonstration Program, Interim Report to Congress DoDIG, Community Involvement at Test and Training Ranges DoDIG, V-22 Osprey Hydraulic System GAO, Aviation Safety - FAA and DoD Response to Similar Safety Concerns
2001	<ul style="list-style-type: none"> DoDIG, Disposal of Range Residue NSC DoD Executive Assessment of Safety & Occupational Health Management Systems DoDIG, Acquisition of the Wide Area Munition DoDIG, Military Aircraft Accident Investigation and Reporting DoDIG, Review of Flight Safety Critical Threaded Fasteners
2000	<ul style="list-style-type: none"> DoDIG, Potential Safety Hazard on OH-58 A/C Kiowa Helicopters Air Force Audit Agency, Ground Safety Program Costs Air Force Audit Agency, Environmental, Safety, and Occupational Health Reviews
1999	DoDIG, Disposal of Munitions at Fort Irwin
1998	DoDIG, Accidental Off-Duty Deaths in DoD
1996	Air Force Audit Agency, Occupational Health Program Costs
1991	<ul style="list-style-type: none"> GAO, Military Aircraft Safety - Significant Improvements Since 1975 DoDIG, Review of Department of Defense Operational Safety Programs

Interviewed over 100 Senior Leaders

Participation with:

- Services' Safety Knowledge Centers
- Defense Safety Oversight Council

Provided Briefings and Intermediate Progress Reviews to:

- Combatant Commander's Inspector General's Conference
- National Safety Congress
- Joint Service Safety Council

“facilitate positive working relationships and effective communication”

- Quality Standards for Inspections

Project Update *Comprehensive Prevention Model*

**Risk
Management**

**Consequence
Management**

LEADING INDICATORS

LAGGING INDICATORS

Near-miss Data

Aircraft Mishaps

INCIDENT

Perception Surveys

Motor Vehicle Accidents

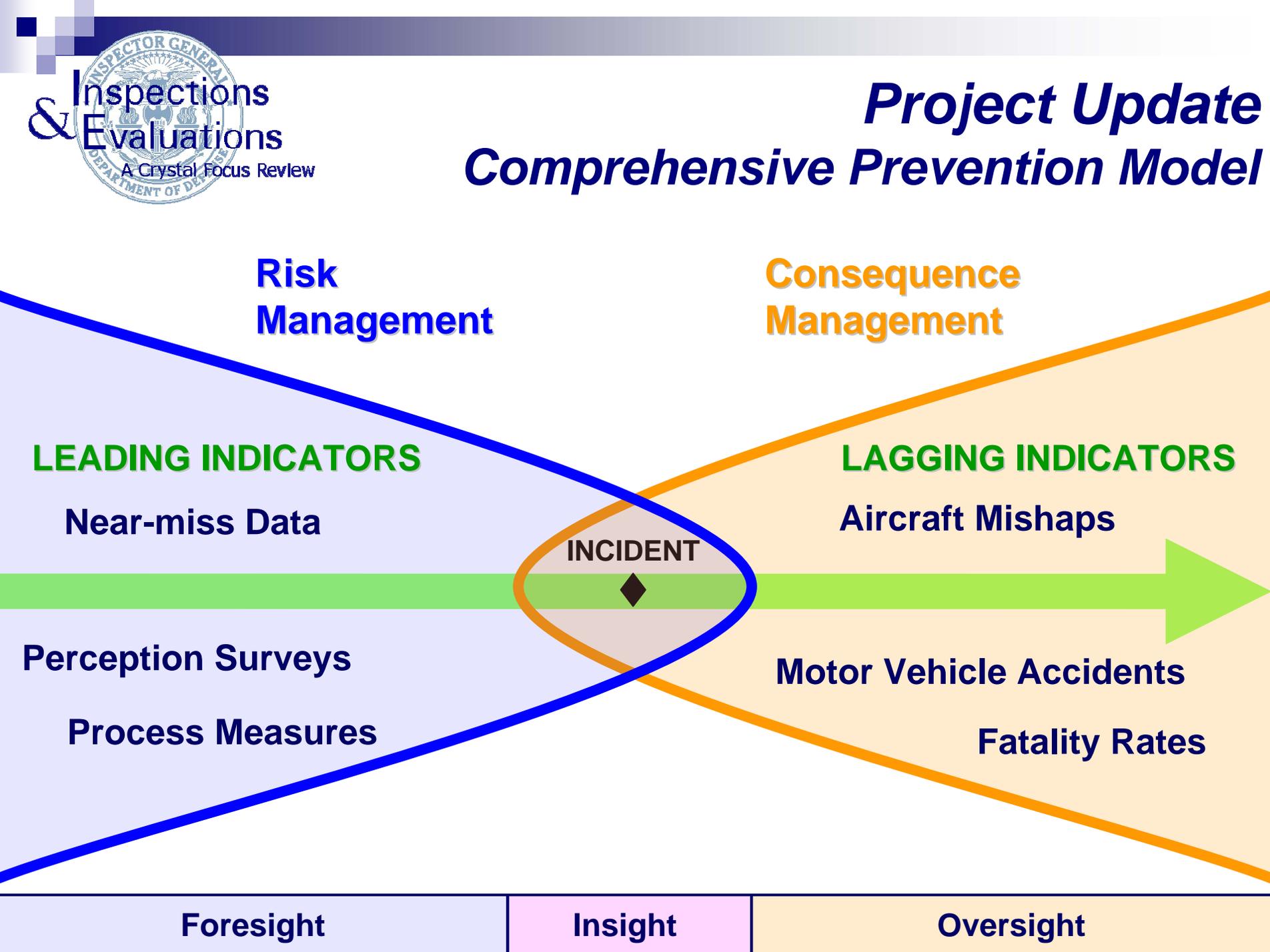
Process Measures

Fatality Rates

Foresight

Insight

Oversight



Perception Survey— Objectives



- **Identify strengths and gaps**
- **Highlight areas requiring attention**
- **Facilitate leader commitment**
- **Establish baseline**

*“Fund it, advocate it, live it . . . every day, every mission,
every theater, every Service.”*

Perception Survey--Results

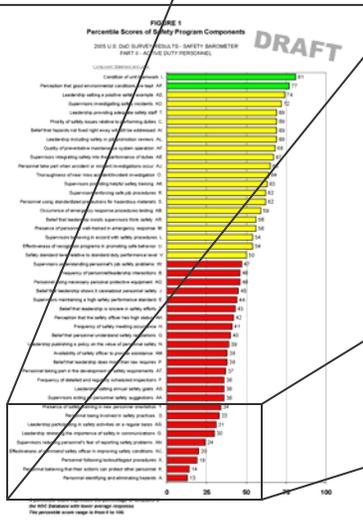
Active Duty, Civilian, Guard/Reserve

Definition	Title	Active Duty	Civilian	Guard/ Reserve
<u>Personnel general beliefs and impressions concerning leadership's commitment and underlying philosophy regarding safety.</u>	Safety Support Climate			
<u>Considers six primary roles supervisors use to communicate support: leader, manager, controller, trainer, worker advocate, organization representative.</u>	Supervisor Participation			
<u>Describes ways top and middle management demonstrate leadership and commitment to safety through words, actions, organization, and control.</u>	Leadership Participation			
<u>The presence or quality of safety program practices – focus on communications, training, inspection, maintenance, and emergency response.</u>	Safety Support Activities			
<u>Selected actions and reactions that are critical to making the program work – emphasis on personal responsibility and compliance.</u>	Personnel Participation			

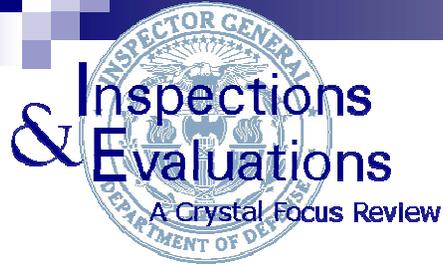
Elements Requiring Action

Bottom Line: There was no significant difference among the perceptions of all DoD populations.

Perception Survey--Gives Direction (Active Duty – All Services)



Focusing efforts on the lowest scoring items yields most positive improvement in perception.



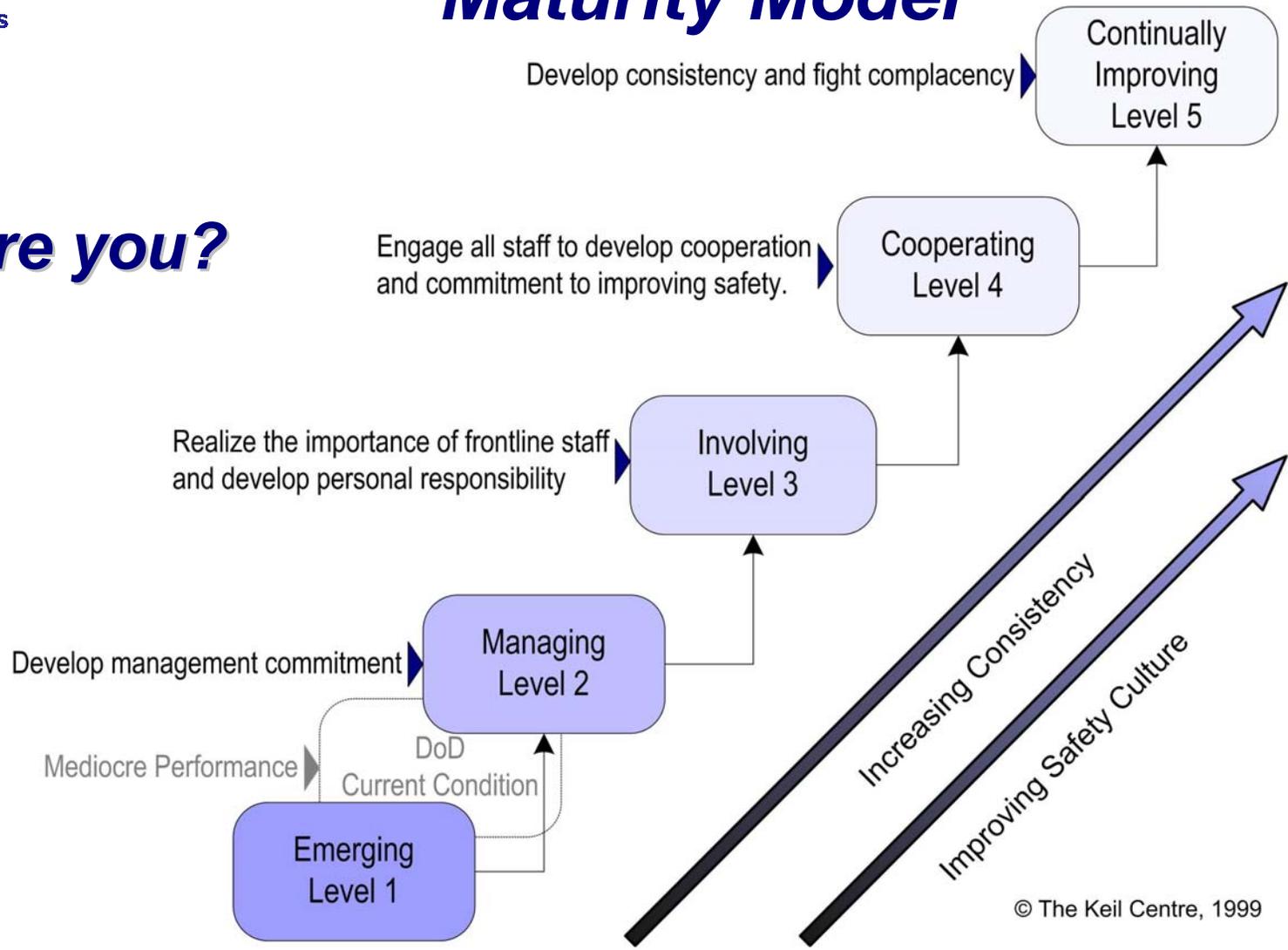
The Way Forward Roadmap for Change

Recommendations -- March 1, 2006

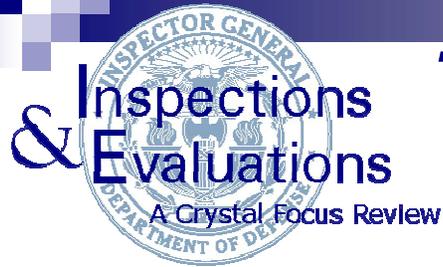
- 1. Change the Mindset: Provide vision of safety transformation. Action: SecDef**
- 2. Build Accountability: Unify OSD efforts and fully engage Combatant Commander (COCOMs). Action: DepSecDef**
- 3. Transform the Program: Define expectations through a safety management system. Action: USD(AT&L)**
- 4. Measure Progress: Report biennial survey results to the SecDef. Action: USD(P&R)**

The Way Forward--Safety Culture Maturity Model

Where are you?

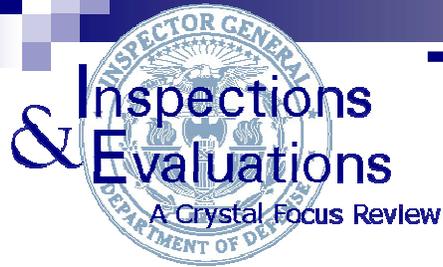


© The Keil Centre, 1999



The Way Forward--Safety Culture Maturity Model

DSOC Recommendations	LVL 1 Involving	LVL 2 Cooperating	LVL 3 Involving
Change Mindset	Part of Job Unavoidable	Caused by unsafe behavior at ops level	Management decisions may be root cause
Build Accountability	Safety office issue	Senior managers are reactive	Personnel participate and may take responsibility
Management System	Compliance with procedures/regs	Focus on lagging indicators	Many factors cause accidents
Measure Progress (Indicators)	Lagging	Lagging	Lagging to Leading

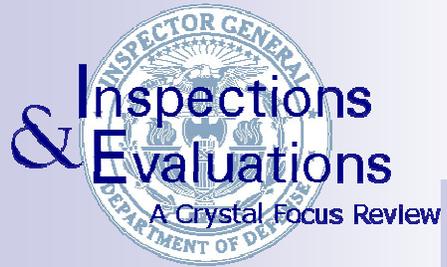


The Way Forward--Safety Culture Maturity Model

DSOC Recommendations	LVL 3 Involving	LVL 4 Cooperating	LVL 5 Cont Improve
Change Mindset	Management decisions may be root cause	Safety is moral and readiness issue—people are valued	Prevention is core value—leaders invest in safety
Build Accountability	Personnel participate and may take responsibility	All personnel accept personal responsibility	Leaders and personnel share belief that safety is part of the job—on and off duty
Management System	Many factors cause accidents	Proactive prevention program—on and off duty	Leading indicators, safety processes, prevention strategies
Measure Progress (Indicators)	Lagging to Leading	Leading & Lagging	Leading & Lagging

DoD Safety Evaluation

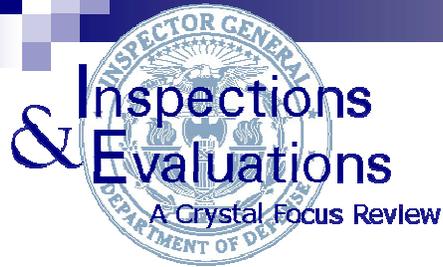
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“World class organizations do not tolerate preventable accidents.”

Honorable Donald Rumsfeld





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<http://www.dodig.osd.mil/Inspections/IE/safetyproject.html>