



# DoD Safety Evaluation

IG Project D2005-DIPOE2-0051

Department of Defense  
Office of Inspector General  
Inspections & Evaluations  
DoD Perception Survey on Safety  
**Part I - Senior Leader**

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August 24, 2005

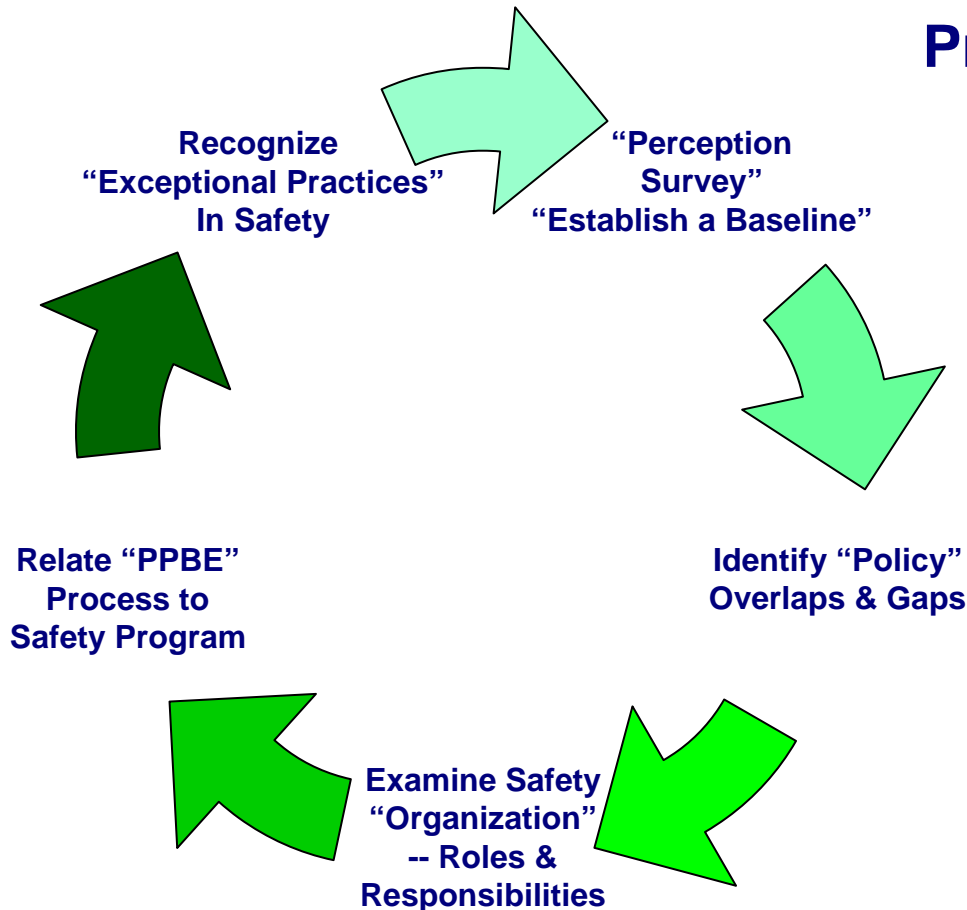
- **Background**
- **Survey Objectives**
- **Survey Response Analysis**
- **The Way Ahead**

**Our leaders are saying:**

*“Our challenge is to constantly balance mission demands with safety.”*

- The SECDEF has conveyed his personal interest in the DoD Safety Program, including a 50% reduction in mishaps.
- Dr. David Chu, USD(P&R), chartered the DSOC to provide oversight of DoD initiatives in achieving the SECDEF's goal.
- Dr. Paul Mayberry, DUSD(R), requested that the DoD IG conduct an evaluation of the DoD Environment, Safety and Health Program.
- The purpose of our project is to:
  - evaluate the DOD safety culture and suggest changes to help achieve a reduction in accidents, as directed by the SECDEF.
  - identify safety issues within DoD and provide a roadmap for change to improve the Department's safety program.

*“Leading by example is the best way to influence behavior. . . .”*



## Project Outline

- Policy
- Organization
- PPBE
- Exceptional Practices
- Safety Perception Survey
  - Part I - Senior Leader
  - Part II - Active Duty
  - Part III - Civilian
  - Part IV - Guard/Reserve

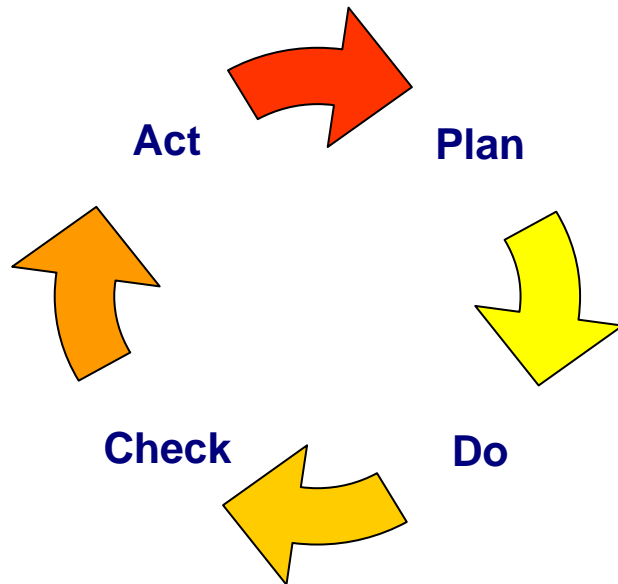
*"Safety must be continuously emphasized from the top. . . ."*

## 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.”*

## Shewhart Cycle



## Opportunities

- Plan for Action
- Motivate to Change
- Progress Check
- Evaluate for Focus Areas

*“Safety is an attitude and consists of many small actions, [and] not one action.”*

# Focus on Leading Indicators

## Lagging

- Aircraft mishaps
- Fatality rates
- Lost work-day rates
- Motor vehicle accidents
- Workers Compensation

## Consequence

## Leading

## Prevention

*“Become more proactive in the prevention areas . . .”*

# Focus on Leading Indicators

## Lagging

- Aircraft mishaps
- Fatality rates
- Lost work-day rates
- Motor vehicle accidents
- Workers Compensation

## Consequence

## Leading

- Perception Surveys
- Behavioral Observations
- Internal/External reviews
- Near-miss data
- Process measures

## Prevention

*“Become more proactive in the prevention areas . . .”*



# Senior Leader Survey

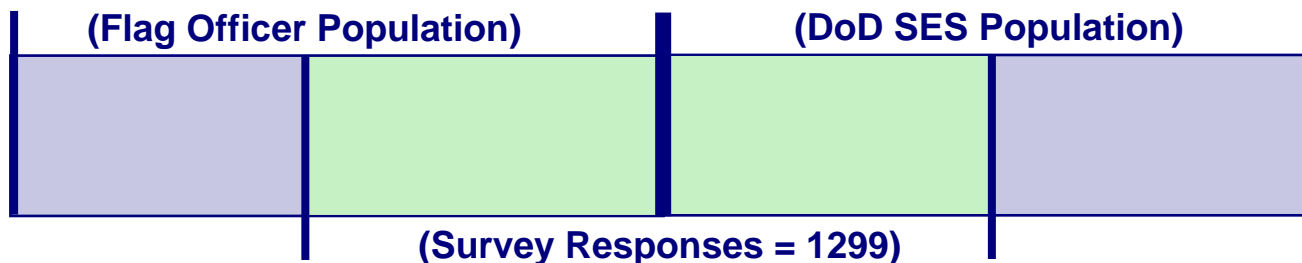
- **Survey developed and evaluated with the National Safety Council**
- **Reviewed by the Defense Manpower Data Center**
- **External review by a National Safety Expert**
- **OIG Quality Management Division independently reviewed to validate data**

*“Definition of “Mission” is mission first, safety always.”*

## Demographics

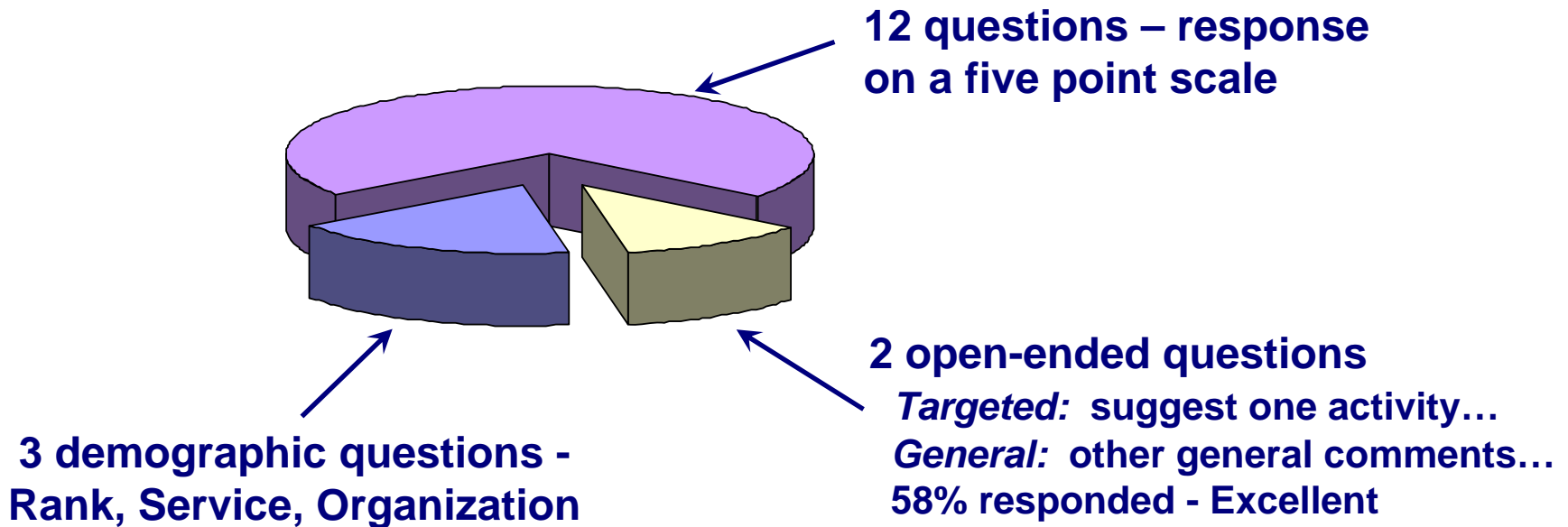
- **100% of Senior Leaders in DoD contacted**
  - Active Duty, Reserve, National Guard, SES
- **48% Overall Response**

Sample Population (2691 Senior Leaders)



*“Our leaders must be held accountable for weaving safety into the fabric of everything we do.”*

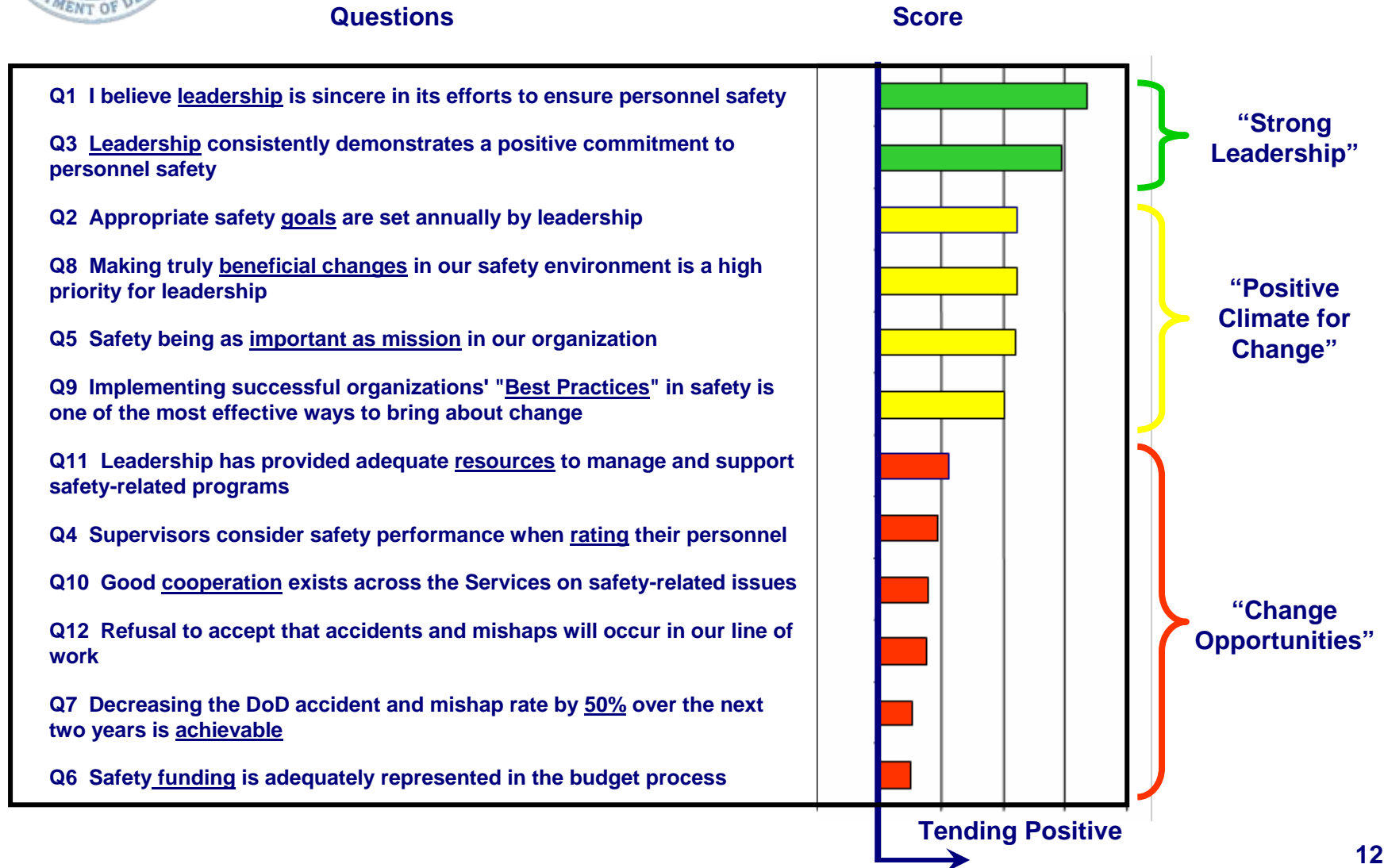
## 17 Questions



**Safety survey information posted on  
[www.dodig.osd.mil/inspections/ie/safetyproject.html](http://www.dodig.osd.mil/inspections/ie/safetyproject.html)**

*“Senior leaders in all Services have to make safety a priority and follow through with their action and resources.”*

# Question Qualitative Comparison



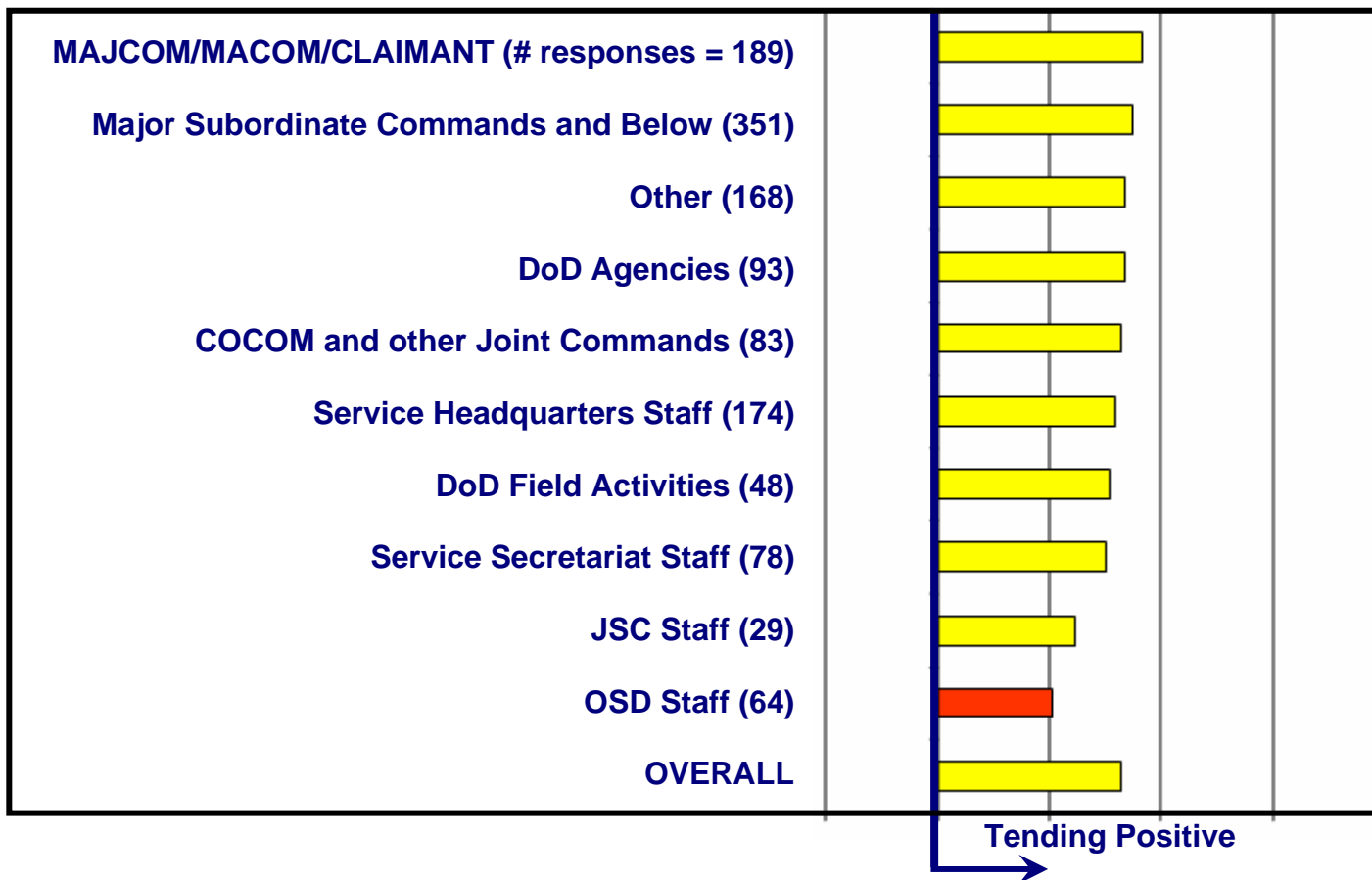
# Leaders Perception of Safety

## “We believe....”

- our support of safety is exceptional
- safety is inadequately represented in the budget process and we cannot make systemic change
- accidents and mishaps are inherent to our profession
- the two-year goal of a 50% reduction in the mishap and accident rate is unachievable

*“Safety is not a stand alone category for us to turn on and turn off.”*

# Perception by Assignment

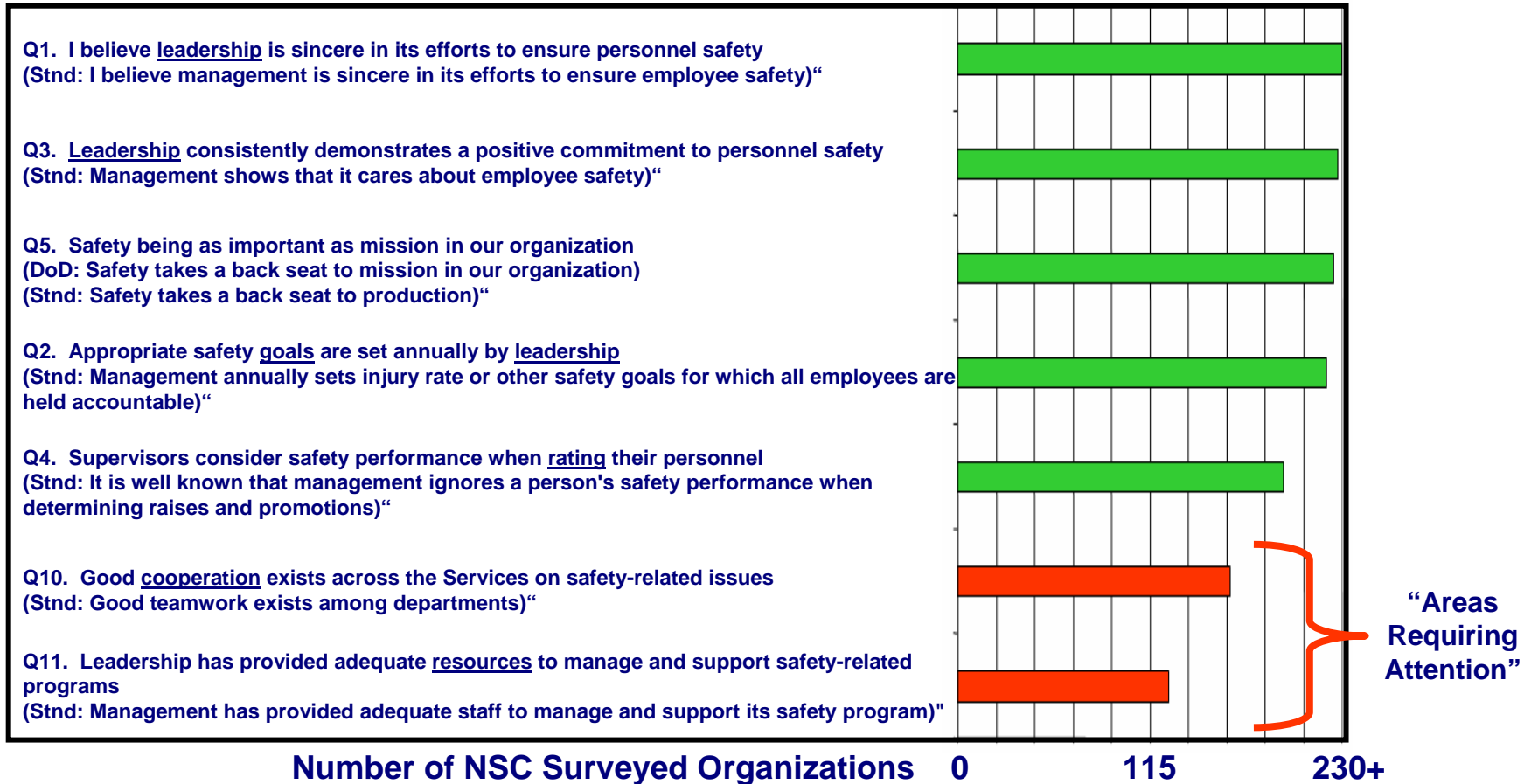


**Comment I:** The further from the flagpole, the better things look.

**Comment II:** Where you stand depends on where you sit.

**Comment III:** Program leadership and support starts at the top.

# Benchmarked Scores



## Bottom Line:

**Leaders know the importance of Safety but believe they are constrained from making systemic changes.**

## Identified Topics for Resolution:

- **How is the desired end-state described?**
- **How is the strategic intent of mishap reduction aligned with program resources to get us there?**
- **How will analyzing leading indicators impact mishap prevention and program functions?**

*“Continue to build culture of risk management and prevention.”*



## Planned actions

- **Continued timely communication**
  - Three perception surveys pending (Active, Civilian, Guard & Reserve)
  - One briefing per survey
- **Partnering with Service Safety Centers**
- **Other Project Elements**
  - Brief recommended organization and policy changes
  - Provide program resource map
  - Communicate process initiatives and successes

**“We are in this for the long haul.”**

**Hon. Joseph E. Schmitz, Inspector General, DoD**



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