



**DEPARTMENT OF THE ARMY**

U.S. Army Corps of Engineers  
441 G Street N.W.  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CESO-ZA

APR 29 2009

MEMORANDUM FOR COMMANDERS, DIRECTORS AND CHIEFS OF SEPARATE OFFICES, HQUSACE

SUBJECT: U.S. Army Corps of Engineers (USACE) Safety and Occupational Health Strategic Direction

1. This memorandum establishes a Five Year Safety and Occupational Health (SOH) Strategic Plan in support of USACE missions. The enclosed plan provides a framework for all USACE personnel to integrate SOH principles into business processes and tasks in concert with the USACE Campaign Plan. The objective state is a safe workforce, workplace and public.
2. USACE provides vital public engineering services in peace and war to strengthen our Nation's security, energize the economy and reduce risks from disasters. These responsibilities include dangerous work. We must be vigilant in implementing a sound SOH program based on the tenets of Composite Risk Management (CRM).
3. Successful delivery of products and services depend on our SOH culture - and every one of us from the senior leader to the line employee, plays an important part in it. Leadership is critical to safeguarding our employees and their families, our contractors and the recreating public visiting our facilities. The USACE SOH program's effectiveness is based on four fundamental elements:
  - Leadership and employee participation in the SOH program
  - Worksite analysis of hazardous conditions and behaviors
  - Hazard prevention and control of work
  - Workforce SOH training to standard
4. As in the past, MSC Commanders will develop a yearly Implementation Plan to meet our vision and strategic direction for the USACE SOH program. Together, work with CESO to develop the roadmap to achieve this end state. I have great confidence in our ability to safely meet the challenges of the future.
5. If you have any questions please call Mr. Richard Wright, Chief of Safety and Occupational Health at 202-761-8566.

Encl

  
R. L. VAN ANTWERP  
Lieutenant General, USA  
Commanding

USACE SAFETY  
AND OCCUPATIONAL  
HEALTH (SOH)

# STRATEGIC PLAN



US Army Corps  
of Engineers®

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## **Purpose:**

The purpose of the USACE SOH Strategic Plan is to:

- Communicate leadership commitment to and accountability for the SOH of our team (USACE military and civilians and their families, contractors, facility users, and the public visiting USACE facilities).
- Provide a unified, integrated multi-year roadmap for implementation of the USACE SOH mission, vision, goals, and objectives.
- Emphasize Composite Risk Management (CRM) and integration of SOH into USACE culture in support of USACE mission and Campaign Plan.

## **Strategic Drivers**

This plan was built on the following influences:

- President's Safety, Health and Return-to-Employment (SHARE) initiative
- Department of the Army (DA) and USACE Mission and Vision Statements
- Department of Defense (DoD) and DA Goals, Objectives and Initiatives
- DA SOH Strategic Plan
- USACE Campaign Plan
- USACE Acquisition/Contracting Strategies
- Accident Trends



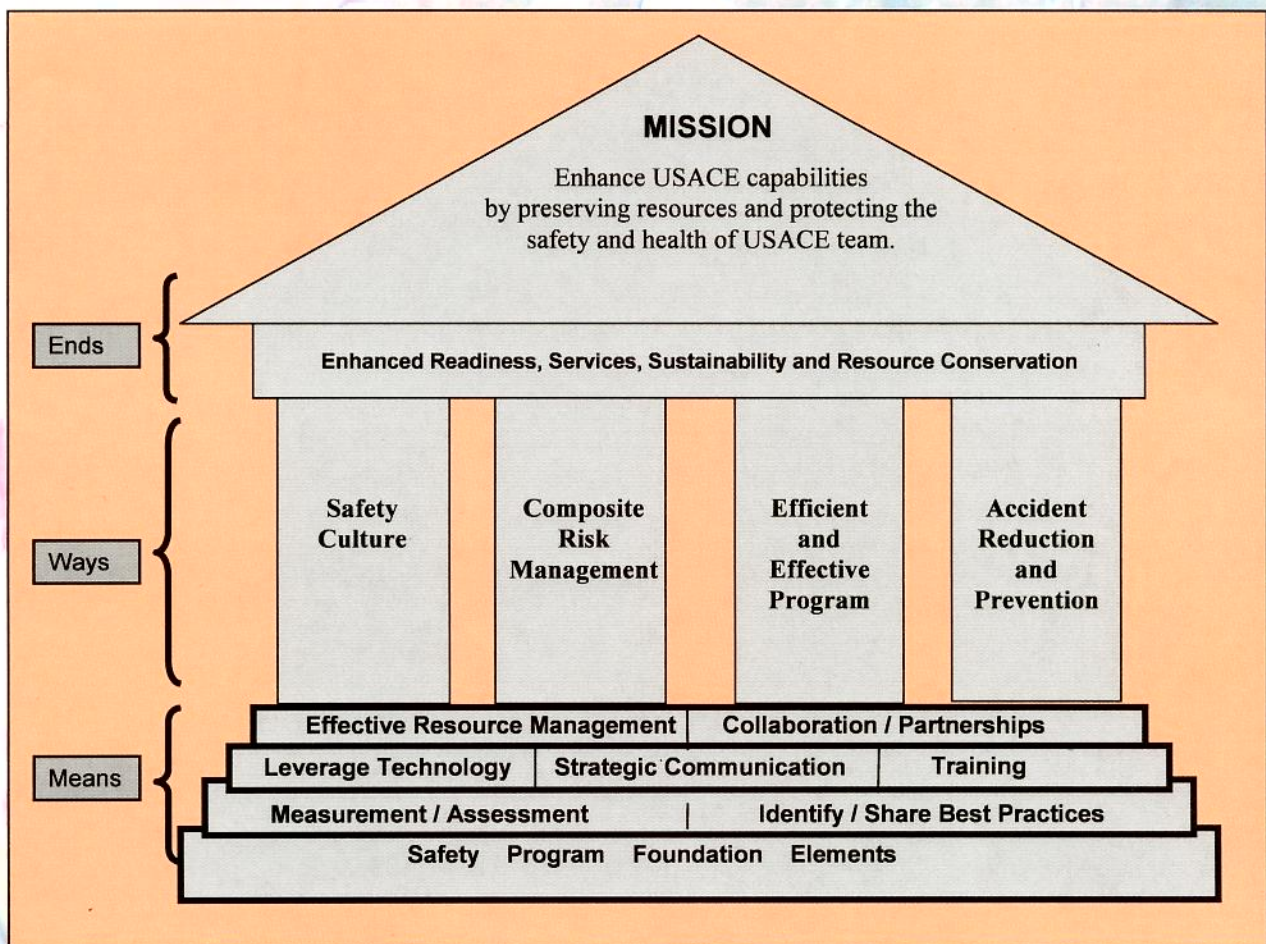
## Mission and Vision Statements

**Army's SOH Mission:** To preserve the warfighting capabilities and enhance the force by providing safe and healthy environment for Army team.

**Army's SOH Vision:** To provide a culture where SOH are enablers of Army readiness and quality of life.

**USACE's SOH Mission:** Enhance USACE capabilities by preserving resources and protecting the safety and health of USACE team.

**USACE's SOH Vision:** An organization with a culture where composite risk management is integrated into everything we do.





## USACE SOH Guiding Principles

The following principles are the foundation for the USACE SOH program and are a guide to the execution of this Strategic Plan:

- Our team is our most treasured resource.
- The USACE SOH program exists to support the USACE mission and vision.
- USACE mission capabilities are optimized by prevention of accidents, occupational injury and illness, and property loss or damage.
- The USACE team is responsible and accountable for taking necessary actions to prevent accidental loss.
- All levels of leadership will integrate CRM into all missions and processes.
- To eliminate future hazards, USACE will employ system safety engineering and management, health hazard assessment, and human factors engineering in infrastructure planning, design and construction.
- Collaborate with partners and stakeholders to integrate lessons-learned and best practices into USACE missions.
- Metrics and this strategic plan will be used to determine resource requirements and SOH program effectiveness.
- The integration of SOH throughout USACE is a team effort and not limited to SOH professionals.



## USACE SOH Program Goals and Objectives

These goals and objectives are intended to provide the USACE community with a benchmark for transitioning the USACE SOH program from 'Good to Great,' in support of the USACE Campaign Plan. The objectives provide a process for achieving a ready and sustainable culture that is accountable, flexible and responsive. The SOH Office is the champion for accomplishing the goals and objectives with direct support and leadership as indicated by each objective. The SOH Office will collaborate with MSCs to plan out multi-year priorities (SMAPs) to progressively reach the desired end-state. MSCs will provide Implementation Plans that are specific, attainable, relevant and measurable, and their progress shall be reported to a USACE senior leader advisory group.

### **Goal # 1. Incorporate SOH into USACE Culture. (All Campaign Plan Goals)**

**End-state:** A Great Safety Culture - where safety performance is instinctive, intuitive and predictable (superior) and USACE has set the industry standard for design, construction, operations and recreational safety.

#### **Objective 1.1. Increase awareness of the value and necessity of SOH.**

Supporting Office and Leadership: Public Affairs, Senior Leaders, MSC Commanders

#### **Objective 1.2. Ensure accountability for leader, individual and organization responsibilities in SOH.**

Supporting Office and Leadership: Human Resources, Senior Leaders, MSC Commanders

#### **Objective 1.3. Improve the integration of SOH principles and programs into USACE policy, doctrine, training and activities.**

Supporting Office and Leadership: Strategic Integration, Senior Leaders, MSC Commanders

#### **Objective 1.4. Establish a SOH Strategic Plan at HQUSACE and each MSC to improve workplace SOH, and promote accident reduction.**

Supporting Leadership: Senior Leaders, MSC Commanders



## **Goal # 2. Ensure Systematic Management of Risk. (All Campaign Plan Goals)**

**End-state:** Composite Risk Management (CRM) is a USACE business area value that positively impacts our entire TEAM. It is evident that every team member instinctively and intuitively uses CRM on their day-to-day activities and has the courage to actively care for the safety and health of others (teammates, family members, neighbors).

**Objective 2.1. Improve processes for the identification and quantification of hazards throughout the project life-cycle.**

Supporting Offices and Leadership: Civil Works PID, Military Programs PID, PPMDCoP, Partners and Customers, MSC Commanders

**Objective 2.2. Institute Facility System Safety throughout the Department of Army.**

Supporting Offices and Leadership: Director of Army Safety, Civil Works PID, Military Programs PID, PPMDCoP, Centers of Standardization, Partners and Customers MSC Commanders

**Objective 2.3. Ensure timely reporting, investigation and after-action review of all reportable accidents and incidents.**

Supporting Leadership: MSC Commanders, All managers and supervisors

**Objective 2.4. Mitigate the effects of hazards and reduce losses through effective application of CRM.**

Supporting Leadership: MSC Commanders, PDT members, All managers and supervisors





**Goal # 3. Manage USACE Safety and Occupational Health (SOH) Programs Efficiently and Effectively. (Campaign Goal 4) End-state:** Consistent programs and processes are continuously improved to provide superior products and services to our customers, with a TEAM that is built to last. A capable SOH Community of Practice that uses the corporate Quality Management System and shares best practices and knowledge in order to provide ready and relevant support to our external and internal customers.

**Objective 3.1. Improve business processes through integration into business areas and SOH service process improvement efforts.**

Supporting Offices: Resource Management, Civil Works PID, Military Programs PID, Senior Leaders, MSC Commanders

**Objective 3.2. Ensure appropriate level of safety manpower and organization structure.**

Supporting Office and Leadership: Resource Management, MSC Commanders

**Objective 3.3. Develop a strategy (capability, mentoring, succession, etc.) to ensure an appropriate level of capable SOH Community of Practice members to support the USACE mission.**

Support Office and Leadership: Human Resources, Senior Leaders, MSC Commanders

**Objective 3.4. Improve communication and synchronization of SOH across USACE and within the Army.**

Supporting Offices and Leadership: Public Affairs, Civil Works PID, Military Programs PID, Corporate Information, Senior Leaders and MSC Commanders







**Goal # 4. Reduce Accident Rates by Setting Challenging Objectives and Metrics Each Year in the Safety Management Action Plans. (All Campaign Plan Goals) End-state:** Performance as measured by a set of challenging objectives, leading and lagging indicators and that is compared against industry leaders. Senior leaders utilize technology to monitor program progress toward superior performance.

**Objective 4.1. Develop annual USACE SOH program objectives and metrics to support reduction of accidents.**

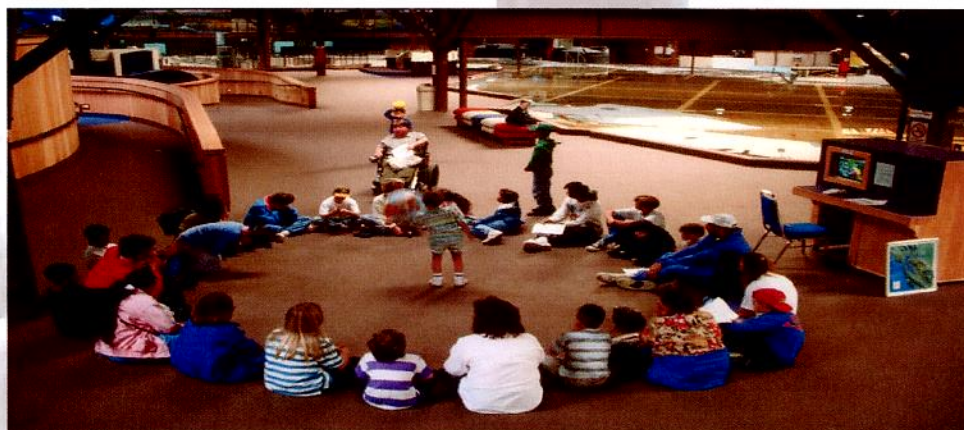
Supporting Leadership: Senior Leaders, MSC Commanders

**Objective 4.2. Support deployed system for accident reporting and analysis of USACE mission Class A-D accidents to identify demographic, causal factors and trends, and develop countermeasures.**

Supporting Office and Leadership: Corporate Information, Senior Leaders, MSC Commanders, All managers and supervisors

**Objective 4.3: Develop and implement policies and procedures to reduce lost workdays resulting from employees injured at work so they may return to productive status as soon as possible.**

Supporting Office and Leadership: Human Resources, Senior Leaders, MSC Commanders, All managers and supervisors





US Army Corps of Engineers



Successful delivery of products and services depend on our SOH culture – and every one of us from the senior leader to the line employee, plays a part in it. Leadership is critical to safeguarding our employees and their families, our contractors and the recreating public visiting our facilities.

**Army Strong, Building Strong!**

R. L. VAN ANTWERP  
Lieutenant General, USA  
Commanding