

DoD Safety Evaluation

IG Project D2005-DIPOE2-0051

Department of Defense
Office of Inspector General
Inspections & Evaluations

Senior Leader Survey



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Assistant Inspector General
September 20, 2005

Overview

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



Our leaders are saying:

“...”



able Donald Rumsfeld
cretary of Defense

Background

- 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.

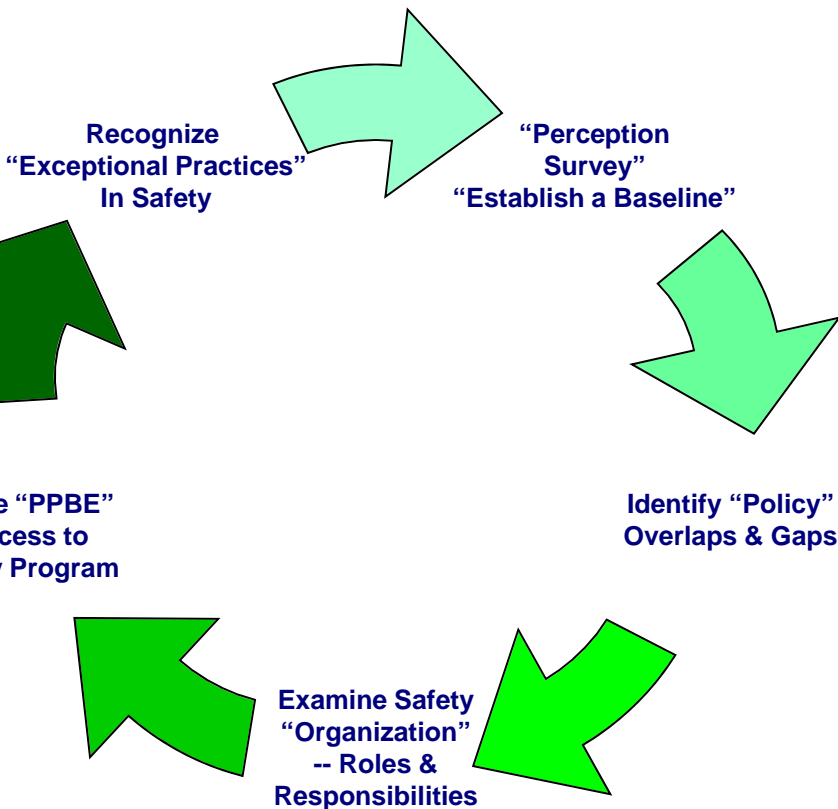
Evaluation Purpose

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.



Evaluation Background



Process

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

Perception Survey

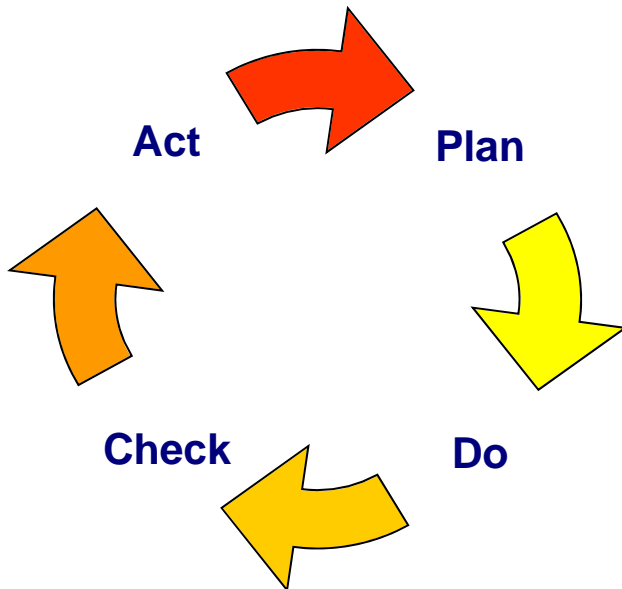
Objectives

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



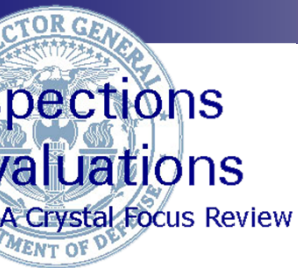
Perception Survey

Shewhart Cycle



Opportunities

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



Focus on Leading Indicators

Lagging

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

Consequence

Leading

Prevention

Focus on Leading Indicators

Lagging

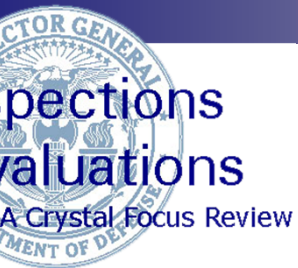
- Aircraft mishaps
- Fatality rates
- Lost work-day rates
- Motor vehicle accidents
- Workers Compensation

Consequence

Leading

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

Prevention



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

Senior Leader Survey

Demographics

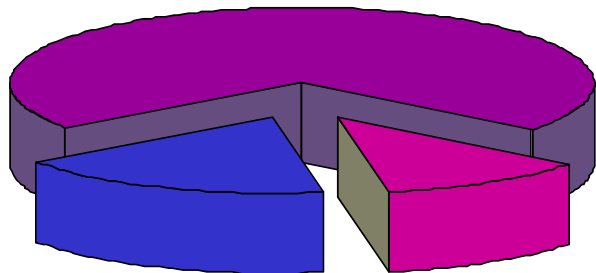
- **100% of Senior Leaders in DoD contacted**
 - Active Duty, Reserve, National Guard, SES
- **48% Overall Response**

Sample Population (2691 Senior Leaders)



Senior Leader Survey

17 Questions

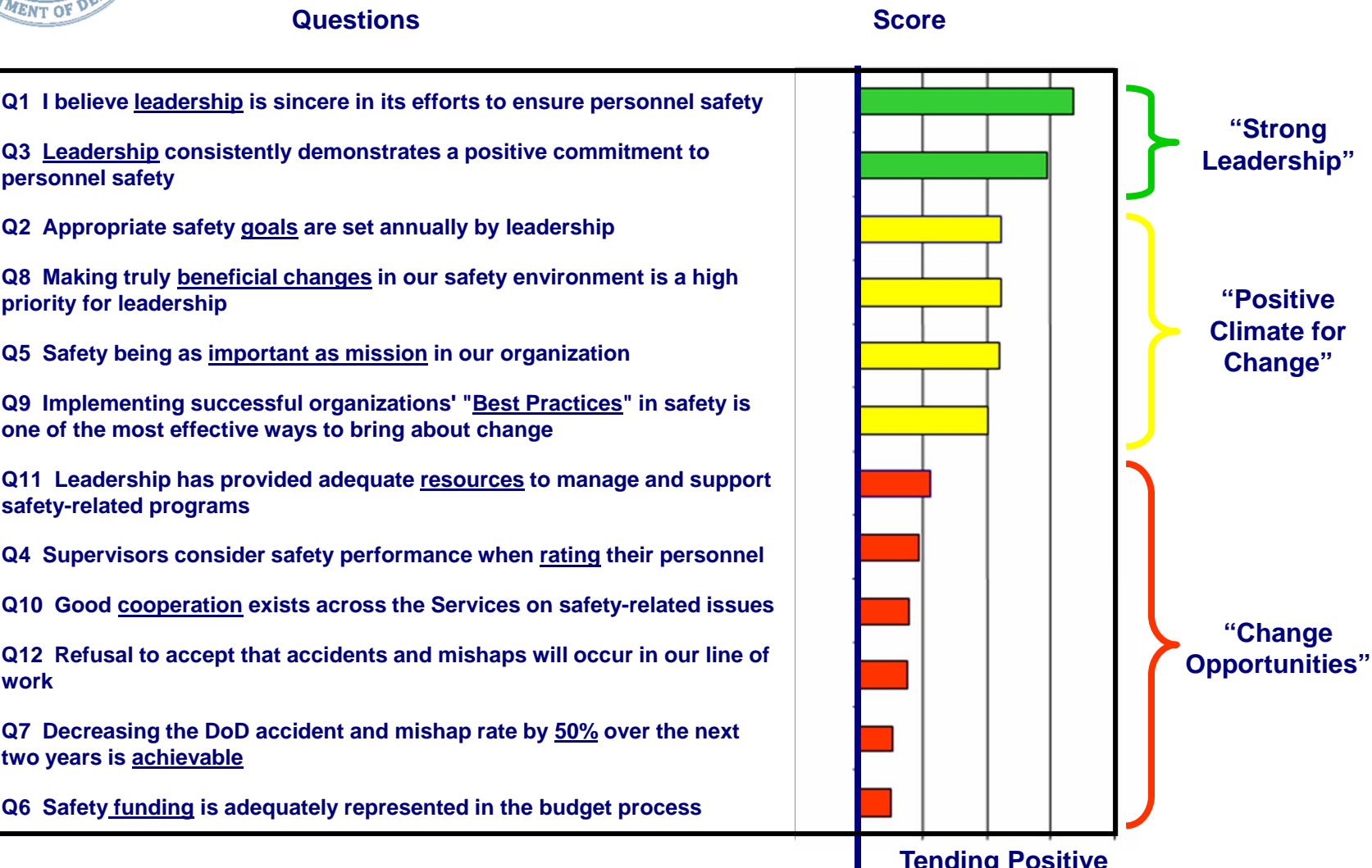


Demographic questions -
Rank, Service, Organization

12 questions – response
on a five point scale

2 open-ended questions
Targeted: suggest one activity...
General: other general comments...
58% responded - Excellent

Question Qualitative Comparison

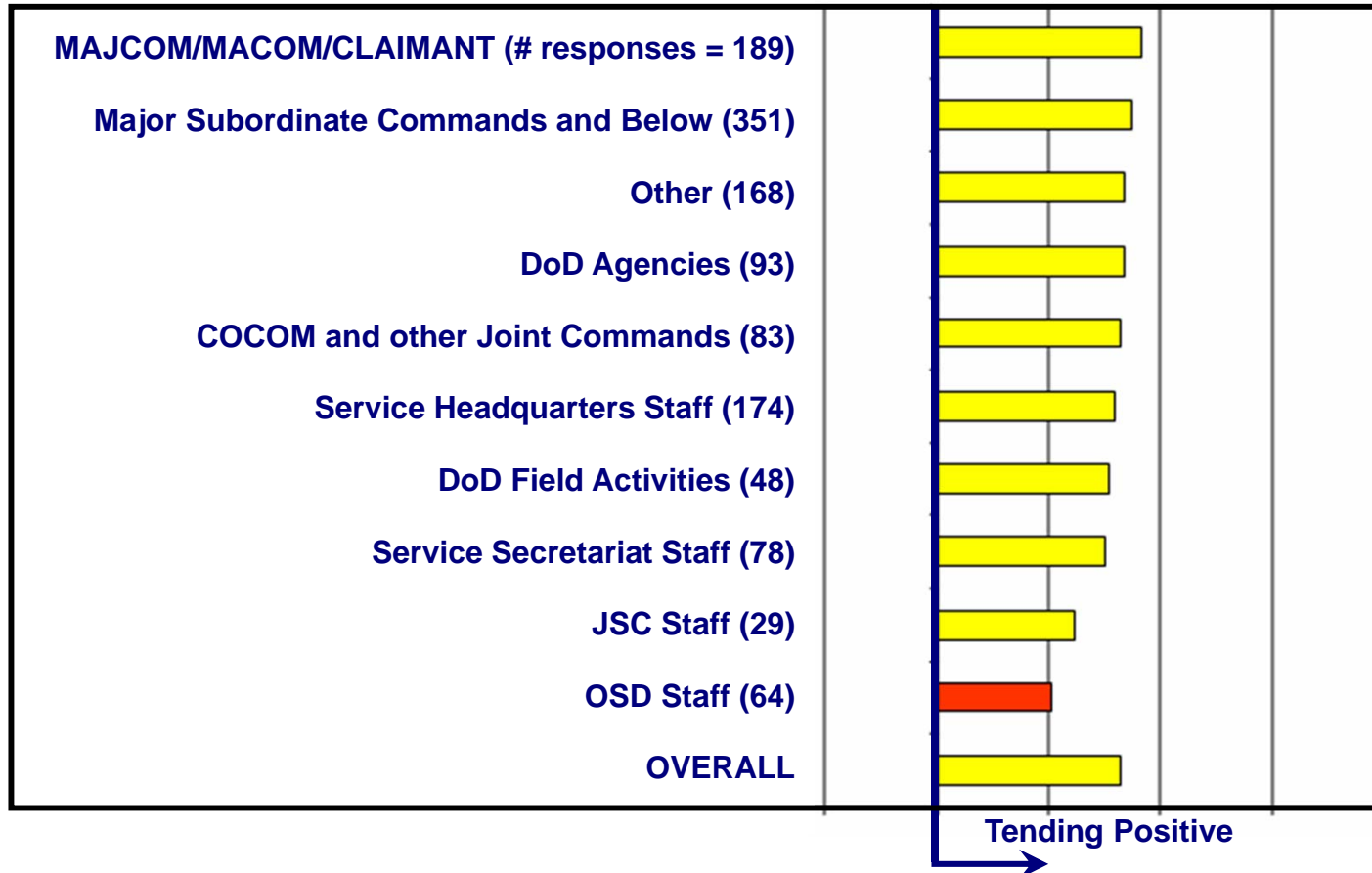


Leaders Perception of Safety

“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

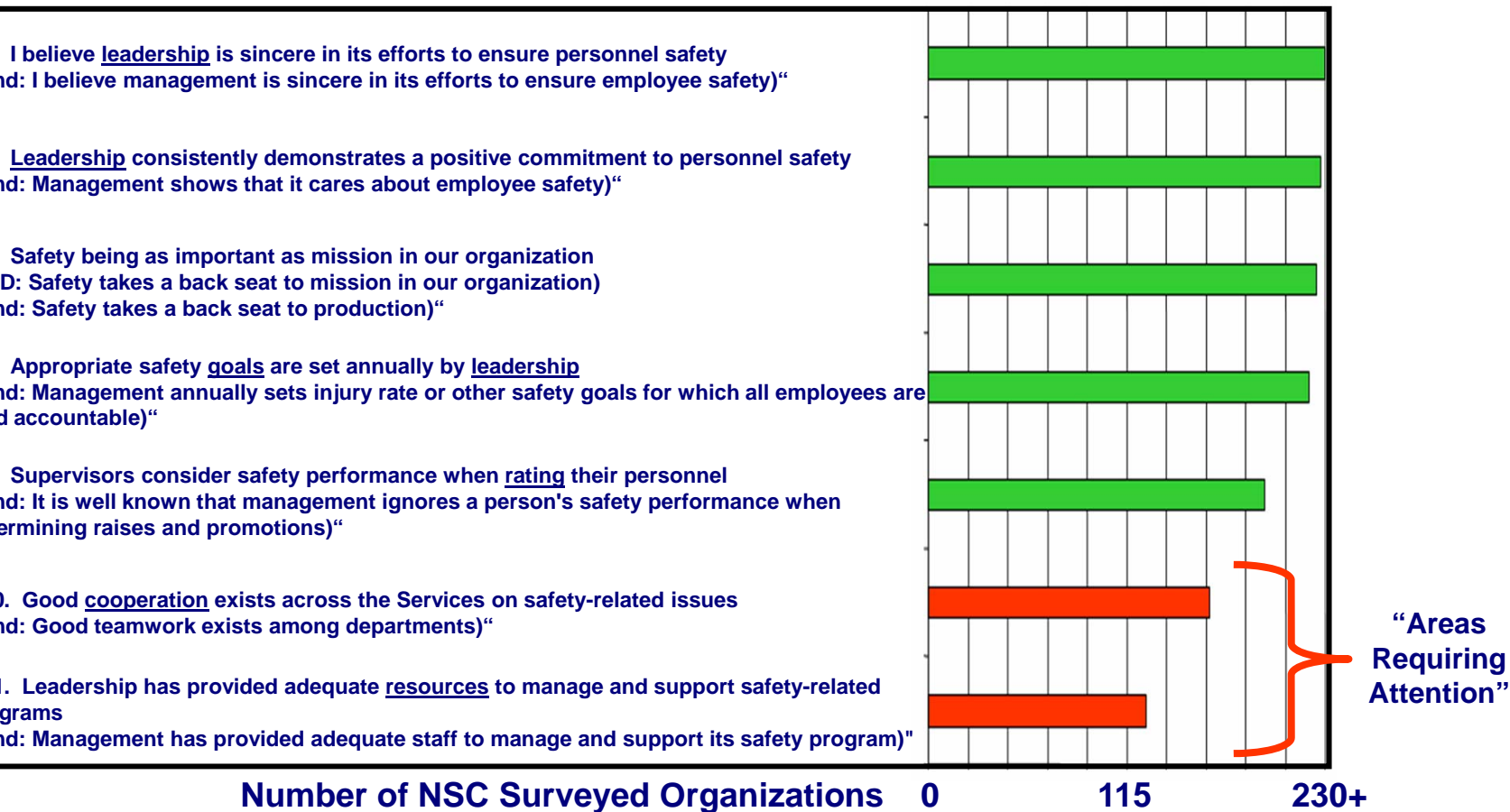
Perception by Assignment



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

Comment II: Where you stand depends on where you sit

Benchmarked Scores



Take Away...

Bottom Line:

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

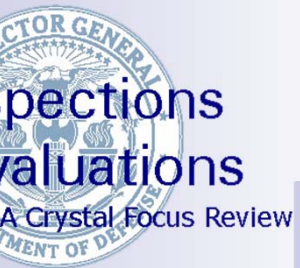
Identified Topics for Resolution:

- **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?**

Our Efforts

Planned actions

- **Continued timely communication**
 - Three perception surveys pending
(Active, Civilian, Guard & Reserve)
- **Partnering with Service Safety Centers**
- **Other Project Elements**
 - Brief recommended organization and policy changes
 - Provide program resource map
 - Communicate process initiatives and successes
- **Combat Power Begins with Safety Brief**
 - 21 September 1000 – 1130; Session 23



DoD Safety Evaluation

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“World class organizations do not tolerate preventable accidents.”

Honorable Donald Rumsfeld

