Headquarters U.S. Air Force

Integrity - Service - Excellence

ESOH Management System - Focusing on Asset Management

Maureen T. Koetz
Acting Assistant Secretary

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- **Historical Perspective**

- **Management Systems**

- **Workforce as an Asset**

- **Creating a Management Standard**

- **Pilot Project**

- **Way Ahead**

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- **Agrarian to Industrial Society**
  - **Workforce viewed as an easily replaceable commodity**
  - **Major industrial accidents/incidents**
- **Development of Legislative and Administrative Law**
  - **Unions**
  - **Child Labor Laws**
  - **Limitation of Hours**
  - **Wage Guarantees**
  - **Safety & Health**
- **Why? – Because Values Change**

Historical Perspective

- **Managing consequences has been the focus of workforce management**
  - **Current performance metrics are lagging indicators**
    - **Focused on injuries, fatalities, and lost workdays**
    - **Investigations identify who or what failed**
    - **Limited ability to build business case for investment**
  - **Does not provide knowledge to manage assets**
    - **Dependent on extensive epidemiologic study of mishap histories**

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- **Underestimated Risk to Resource Supply and Capability**
  - **Loss of access to necessary resources**
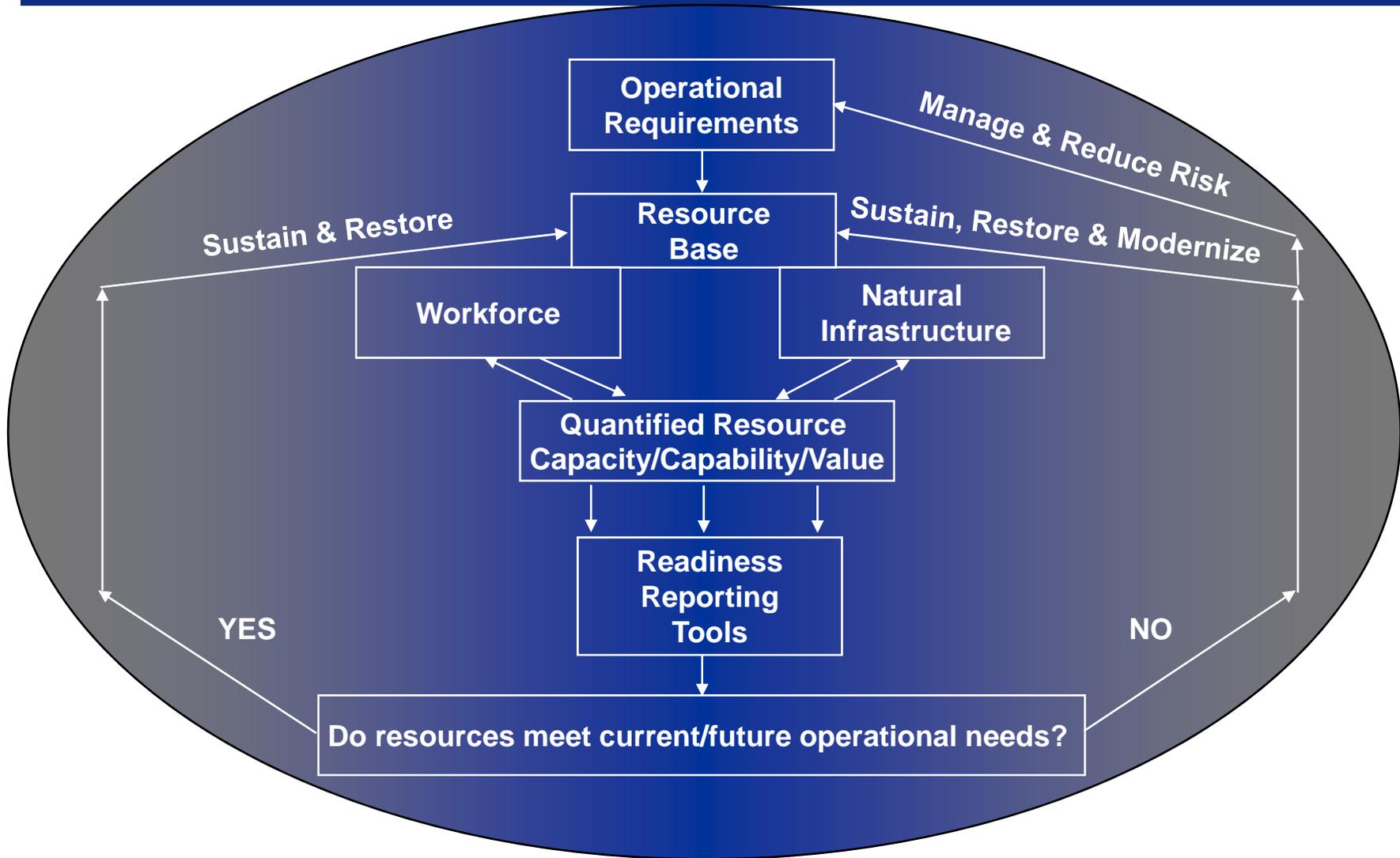 - **Increased operational costs/work-arounds**

- **Institutionalized Reactive Budgeting**
  - **Level 0, 1, RACs are primary basis for funding**
  - **Makes external agents de facto managers of our assets**

- **Can Cause**
  - **Encroachment**
  - **Lost productivity**
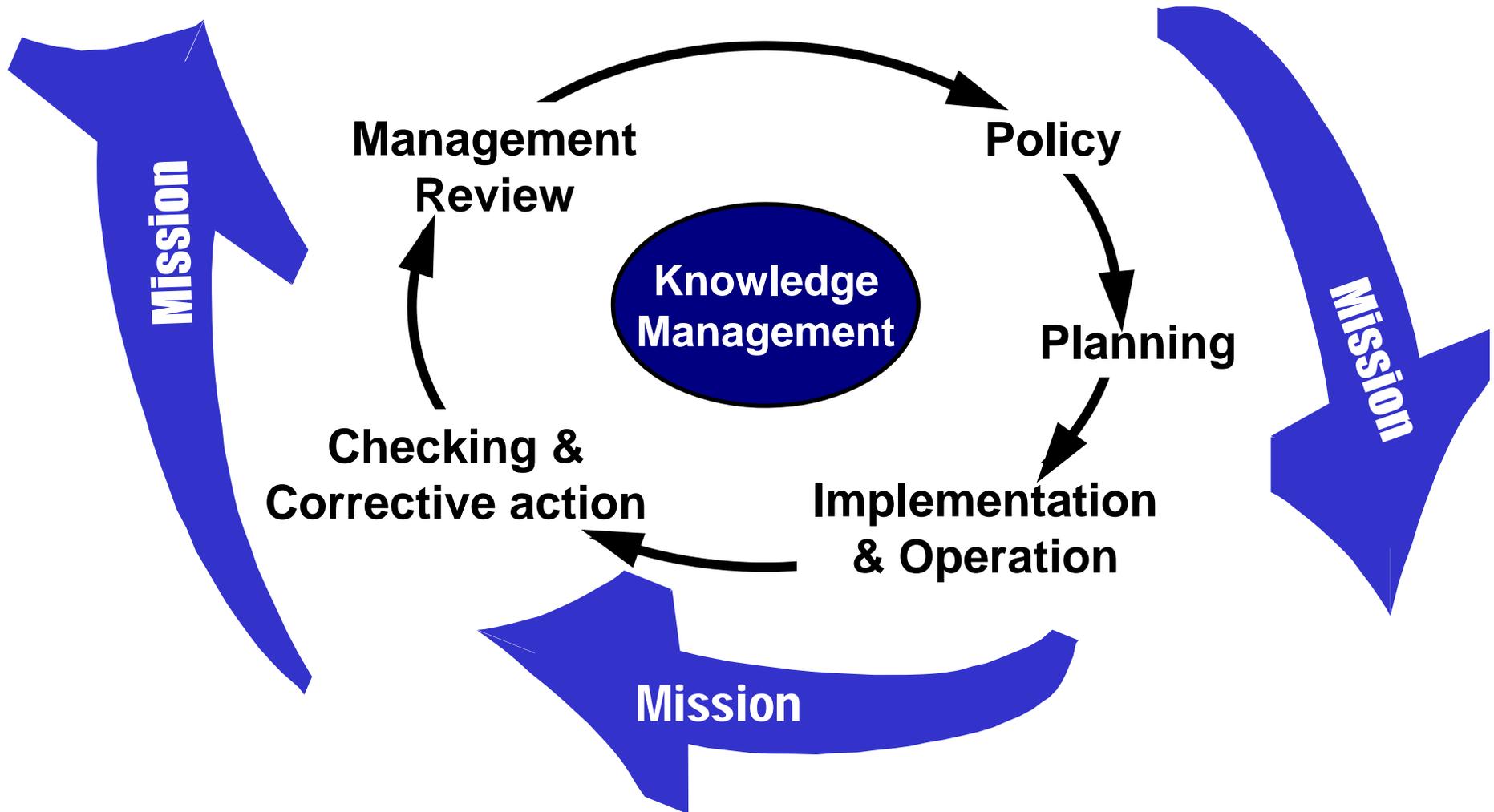
The Operationally-Driven ESOH Management System

ESOHMS KEY COMPONENTS

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Management Review

Policy

Knowledge Management

Planning

Checking & Corrective action

Implementation & Operation

Mission

Mission

Mission

Mission

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- **Computer System That Stores ESOH Data**
  - **Aids ESOH Professionals in Converting Data Into Information**
  - **Aids in Translating Information to Knowledge that can be provided to commanders**
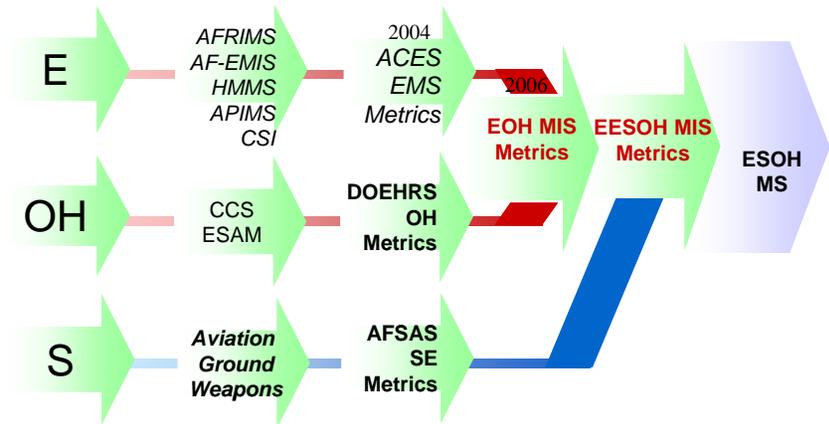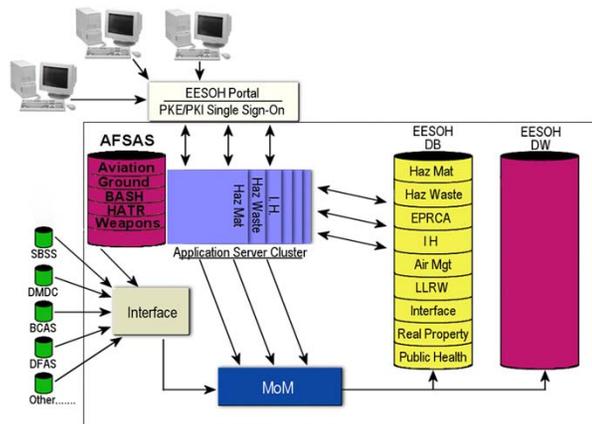
Workforce as an Asset

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- **Workforce Availability could be a leading indicator of mission capability**

- **USAF workforce is too technically-oriented and skilled (read valuable and costly) to focus only on consequence management**

- **Workforce management must include a sustain, restore & modernize investment strategy already successfully used to manage the natural and built infrastructure**

- **Supervisors need to focus on workforce availability to perform mission which is influenced by**
  - **Work Environment**
  - **Work Process**
  - **Changing Regulatory Environment**
  - **Workforce Demographics**

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- **USAF Civilian Man-hour Availability Factor (MAF)**
  - **MAF = (Assigned Time (AT) – Non-Available Time)/AT**
  - **Average monthly assigned time = 167.3 hours**
  - **Average monthly Non-Available Time = 23.9 hours**
    - **Ordinary Leave**
    - **Sick Leave**
    - **Special Absences (taking exams, voting, jury duty, etc.)**
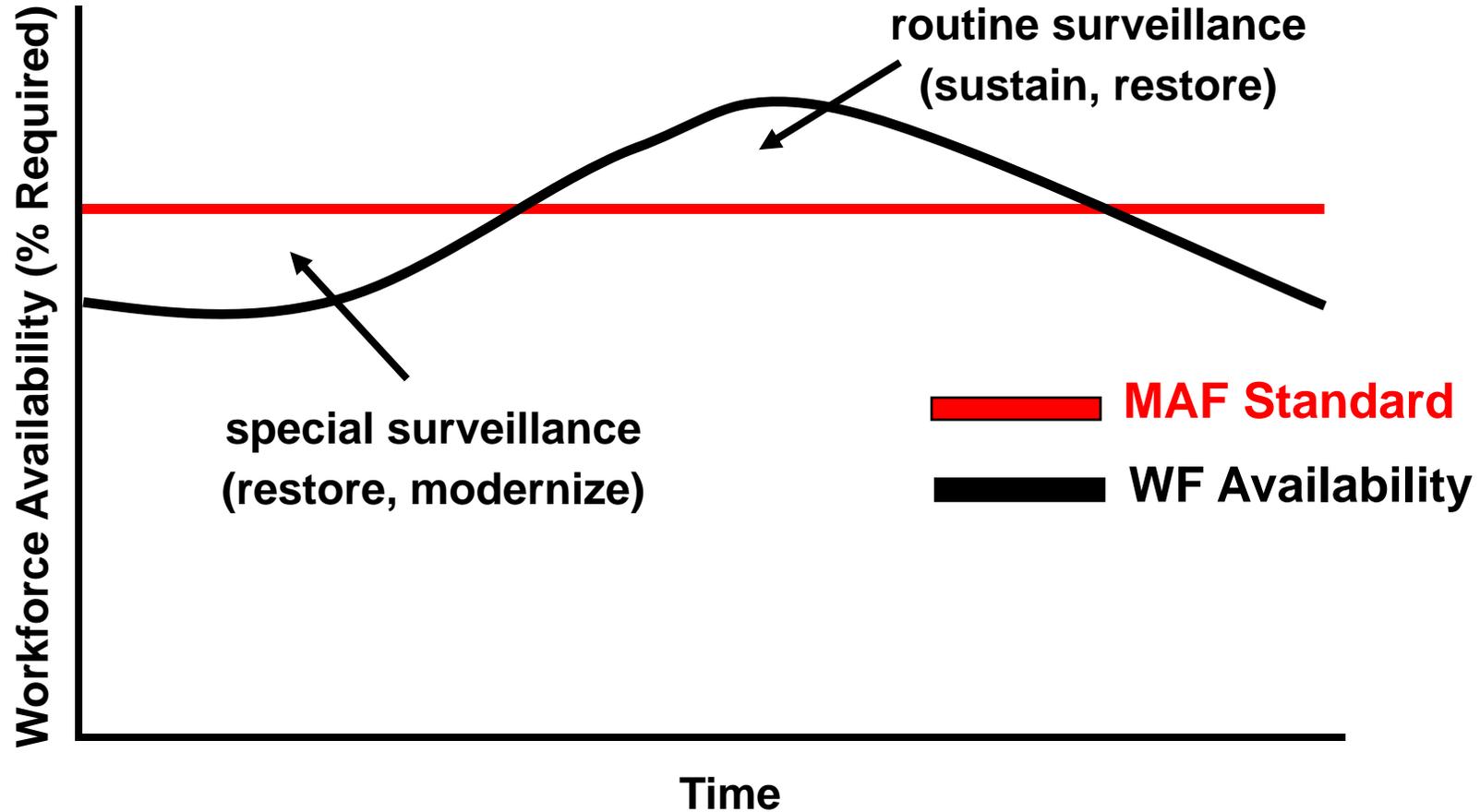   - **Training**
  - **Sets standard at 85.7% availability**

- **Standard MAF does not account for reduced workforce availability due to:**
  - **Occupational injury or illness**
  - **Donning/doffing/cleaning personal protective equipment (PPE)**
  - **Time limitations wearing PPE**
  - **Medical surveillance**
- **An actual MAF can be calculated for an organization when additional limitations on availability are taken into account**

Workforce (WF) Availability

Workforce Availability (% Required) vs. Time

routine surveillance
(sustain, restore)

special surveillance
(restore, modernize)

MAF Standard

WF Availability

- **Assessing Workforce Availability at Warner Robins Air Logistics Center**
  - **Large workforce populations**
  - **Extensive time accounting system**
    - **Depot Maintenance Accounting and Production System (DMAPS)**
- **Exploring capability to document non-available time using existing data systems**
- **Preliminary results due in Oct 05.**

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- **Continue AF ESOHMS Implementation**
  - **Complete AF instructions on ESOHMS**

- **Complete workforce availability assessment and facilitate further development**

- **Keep other Services and Agencies apprised of our development efforts**

- **Continue to cooperate with OSD on developing management system policy and incorporate into appropriate DoD issuances**