



FORT GEORGE G. MEADE INSTALLATION SAFETY

STRATEGIC ACTION PLAN FISCAL YEARS 2012-2013

“One accidental death, injury, or property damage is one too many.”



*Pictured above
MOTORCYCLE SAFETY TRAINING,
ONE OF MANY ACTIVITIES OF
THE INSTALLATION SAFETY OFFICE*

“EXCELLENCE IN INSTALLATION SUPPORT”

INSTALLATION SAFETY OFFICE

STRATEGIC ACTION PLAN FISCAL YEARS 2012–2013



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MESSAGE FROM THE INSTALLATION SAFETY DIRECTOR



**“Give yourself
——the best chance to avoid an accident.”**

**KIRK M. FECHTER
SAFETY DIRECTOR**

The Installation Safety Office (ISO) Strategic Action Plan describes a journey. We have a vision (“without a vision, the people perish”), and then we determine our challenges to that vision. We then formulate a mission and broad overarching Goals each with measurable objectives and indicators to determine our progress on the journey. As we move forward our work ethic molded by our values will overcome our challenges and promote our strengths. Simply, the ISO believes in “one-stop shopping.” Anyone who contacts the ISO can expect that for whatever reason we will assist our customers in the fields of our expertise in safety or staff the issue with Garrison Staff or other organizations at Fort Meade. Our customers expect this at Ft Meade - a great place to work and live. We have people committed to self-sacrificial service.

In a time of fiscal constraints, this plan will help us make the hard decisions necessary to manage the 17 applicable Army Safety programs and support the IMCOM Campaign Plan. The methodology for our plan is consistent with continuous process improvement and Baldrige Criteria used to determine Army Communities of Excellence (ACOE).

By systematic strategic review, safety not only improves but it recognizes opportunities to support Fort Meade objectives related to safety. One of the Strategic initiatives that we are most proud of is the investment of time to support the formation of IMCOM’s first Community Health Promotion Committee (CHPC) and supporting the CHPC Suicide prevention program by facilitating Applied Suicide Intervention Skills Training (ASIST).

INSTALLATION SAFETY OFFICE

Installation Safety Office Vision

- A model safety office which incorporates recent technology and Lean Six Sigma continuous process improvement or *Kaizen** and leverages all available resources.

* (**Kaizen** (改善?) Japanese for "improvement", or "change for the better" refers to philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering, and business management.

Values

CUSTOMERS ..“what they need, then what they want.”

SERVICE ... “One-stop shopping”

QUALITY ... “Strive for process improvement resulting in excellence”

PEOPLE”One accident is one too many”



Identifying the Safety Office Business, Operational, and Workforce: Advantages and Challenges

The Fort Meade Installation safety office meets weekly to discuss its Service Support Programs (SSPs) action plans and how they are aligned with the IMCP and the Fort Meade strategic planning process utilizing the bottom-up approach. The bottom-up approach fosters workforce ownership and accountability on their roles and responsibilities to execute the IMCP. This systematic process ensures engagement of the workforce at the working level to take positive action – to live the IMCP, and not just discuss it. “SSP Councils” are aligned with higher level “Service” and “Goal” councils to enable communication to the Strategic Planning Council (SPC) (as depicted in below chart). This concept empowers the safety office as an owner of its KTSs and IMCP execution, brings strategic thinking to the entire safety office and encourages high performance. This process is executed through the monthly SPC meetings and the two Senior Leadership Conferences. The Safety Director conducted a SWOT analysis, reviewed the IMCOM and SC mission and strategic action plans, customer satisfaction data and Fort Meade’s strategic objectives.

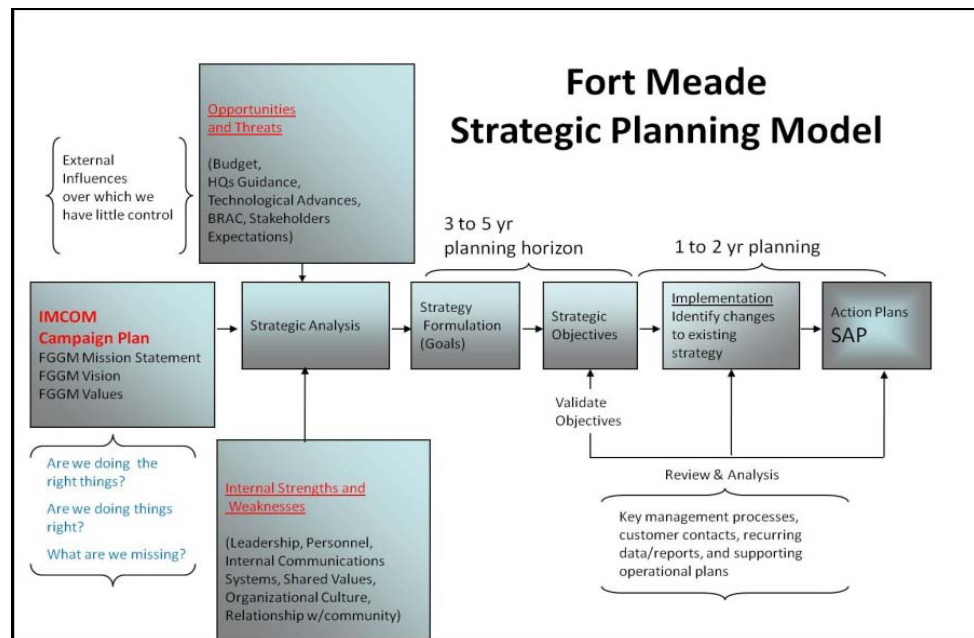


Advantages

- Skilled, experienced safety professionals
- Trained /enthusiastic Collateral Duty Safety Representatives (CDSRs)
- Building Knowledge, Skills and Abilities of personnel of the entire FGGM Community (Safety Training)
- Entire staff works as part of a Ft Meade team (e.g. Health Promotion Council, FECA Working Group, and Green Meade Plan Subcommittee)
- Mature Safety Program – exemplified by Army Traffic Safety (Motorcycle and POV); Concise proven safety briefings (Start-Right, New Employee); Inspection Program (Lean Six Sigma Project ongoing)

Challenges:

- Program adequate personnel resources since many of the 17 programs are open systems – subject to uncertain demands such as: hazard reporting, accident investigations, and length of safety inspections.
- The amount of workload dictates high operational tempo, some programs are not emphasized, therefore planning time must be allocated to intensively manage resources.
- Low turn-out for mandatory post wide events (e.g. Commander's Call, Safety Expo/SOHAC)
- Base Ops plans need to continue to incorporate control measures from Risk Management
- Lack scientific measurement of current safety attitudes of personnel such as Army Readiness Assessment Program (ARAP).
- Base Realignment and Closing (BRAC) plus up ultimately can strain infrastructure creating hazards and creating additional workload.
- IMCOM contract does not support motorcycle simulator training



Mission

Manage the 17 applicable safety programs at Ft Meade installation. Partner with Army, Joint and Interagency tenants to magnify, streamline and consolidate safety support in endeavors such as the Community Health Promotion Council (CHPC). Recommend risk control measures to reduce the probability of death, injury or property damage in the short and long term to a degree acceptable to the appropriate commander.

“Never say no to the mission, recommend how to do it safely.”

ISO Goals

- Prepare for increased demands on the safety office
- Provide Safety Quality Control
- Provide quality safety standard adherence assessment
- Increase Safety Knowledge by all personnel
- Assess Safety attitudes
- Provide timely review of Safety Status

SUPPORTING THE GOALS OF OUR HIGHER HEADQUARTERS

Our mission supports, and is directly aligned with our higher headquarters—U.S. Military District of Washington (MDW), The MDW Commander is our Senior Mission Commander. Installation Management Command (IMCOM) commands the Ft Meade Garrison.

INSTALLATION MANAGEMENT COMMAND

Mission: To provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service. .



LTG Lynch's 6 Lines of Effort (LOE)

LOE 1: Soldier, Family and Civilian Readiness

LOE 2: Soldier, Family and Civilian Well Being

LOE 3: Leader and Workforce Development

LOE 4: Installation Readiness

LOE 5: Safety

LOE 6: Energy Efficiency and Security

**LINE OF EFFORT (LOE 5)—Safety
IMCOM Campaign Plan**

Keys to Success

SF1 – Effective Privately Owned Vehicle (POV – motorcycle and auto) safety programs in place

SF2 – Heightened safety awareness across the Command

SF3 – Employ hazard control measures to foster a safe working and living environment

SF4 – Require and promote safe and healthy practices in professional and personal Activities

SF5 – Support Senior Commanders' safety and occupational health programs

U.S. MILITARY DISTRICT OF WASHINGTON

Mission: Conduct operations that deter, prevent, and respond to threats aimed at the National Capital Region; and conducts world-class ceremonial, musical and special events in support of our Nation's leadership.



METRICS/OBJECTIVES

LOE 5 IMCOM Campaign Plan Metrics

- Installation POV Class A-C accident rate for current fiscal year compared to same time period previous fiscal year.
- % of required automobile and motorcycle training delivered to standard.
- % of Garrisons Completing the Army Readiness Assessment Program (ARAP) and Initiating Action Plans.
- % of Garrisons that have conducted at least one Safety Stand-down per year.
- % change in DoD Civilian & Soldier Class A-C Injuries & Illnesses.
- % of Garrisons that have met all the training requirements stated in IMCOM Command Policy Memorandum 385-10-1 – Safety Policy.
- % of Garrisons that have established safety performance requirements in all military efficiency reports and civilian employees' performance plans.
- % of Garrison safety related issues identified during the Installation Safety and Occupational Health Advisory Councils which are subsequently closed.
- % of required Standard Army Safety and Occupational Health Inspections

FT Meade Seasonal Safety Campaigns

- **Back to School**
- **Fall**
- **Halloween**
- **Thanksgiving and Holidays**
- **Winter**
- **Spring**
- **101 Critical Days of Summer**
- **Independence Day**

FT Meade Objectives

FGGM GOAL 3: Provide a safe and secure environment. Owner: Mary Staab	
DESCRIPTION	OWNER
OBJECTIVE 3.1: Provide Operational Protection - Execute, evaluate, and improve the delivery of information assurance, security management, anti-terrorism and physical security programs to deter and defend against criminal or terrorist activity by ensuring the CLS SSPs are delivered at or above CLS funding levels.	DES / DPTMS / I
OBJECTIVE 3.2: Provide Emergency Response Services - Execute, evaluate, and improve the delivery of fire and emergency response to individual community members and units by ensuring the CLS SSPs are delivered at or above CLS funding levels.	DES / DPTMS
OBJECTIVE 3.3: Provide Law and Order Services - Execute, evaluate, and improve the delivery of law enforcement and provision of criminal law to individual community members and units by ensuring the CLS SSPs are delivered at or above CLS funding levels.	DES / SJA
OBJECTIVE 3.4: Provide Safety Services - Ensure the implementation of the preventative safety initiatives by developing or validating a predictive metric that will provide correlation and develop processes based on this predictive metric that will reduce the likelihood of accidents by ensuring the CLS SSPs are delivered at or above CLS funding levels.	ISO

ISO Metrics in support of Objective 3.4

- 100% Contingency Plans to program personnel resources in environments of diminished resources.
- 90% Preventive Maintenance not being conducted and/or not being done to standards
- 95 % turn-out for mandatory post wide events (e.g. Commander's Call, Safety Expo/SOHAC)
- 90 % Base Ops plans incorporate control measures from Risk Management
- 90 % personnel take ARAP.
- 100 % contingency plans for BRAC decision makers.
- 100% Monthly, Quarterly, semi-annual, and annual written review of safety program.

INSTALLATION SAFETY OFFICE ACTION PLANS

1 Proactive Safety

A. Accidents and Accident Rates are lagging indicators. A Lagging Indicator measures a past condition versus a present condition. Accidents though unfortunate typically improve safety.

B. Indicators and metrics that predict— Army Readiness Assessment Program (ARAP) shows a high correlation between attitude and Class A Accidents. By predicting the likelihood of an accident prior to an accident, the command can make an intervention which could prevent an accident. Access Safety attitude by administering Army Readiness Assessment Programs (ARAP) questions. Identify low scores, middle scores, high scores, and no opinion scores. Design Risk Communication messages designed to maintain high scores and increase low scores. Fine tune present program for leader involvement in safety

INSTALLATION SAFETY OFFICE ACTION PLANS

2 Partnership

The Garrison Fort Meade recognized several strategic challenges that have to be addressed: the escalating rate of suicides and suicidal gestures, the influx of personnel with stress related issues such as Post Traumatic Stress Disorder (PTSD) and the abuse of substances which is a precursor or result of these other issues. In response, the Installation Safety Office will continue to partner with the Fort Meade Garrison and partners such as the MEDCOM Medical Treatment Facility, Kimbrough Ambulatory Clinic and the Dental Clinic, Epps in a Community Health Promotion Committee (CHPC), the first in IMCOM. New CHPC members will receive a train-up from the Health Promotion Command and identify needs at the Ft Meade installation and begin to staff and orchestrate objectives. The CHPC has identified the need for a full time coordinator and briefed the IMCOM Commander who recognized the importance of this initiative. In the interim, Kimbrough will provide a part time Health Promotion coordinator. This partnership of safety staff, other Garrison staff along with joint and interagency partners and the level of this cooperation is noteworthy. Accidents account for 3% of fatalities. The initiatives of the CHPC not only have the potential to address suicide, which accounts for 2% of fatalities and is rising, but also the 53% of fatalities caused by heart disease.

INSTALLATION SAFETY OFFICE ACTION PLANS

3 Business Processes

A. Lean Six Sigma (LSS): Continue to develop LSS and consult with other personnel on projects. Use LSS technology to provide improved services and provide services despite personnel shortage of documented in best practice reports. Develop innovative and useful suggestions for designing and adapting customer-focused products and/or services as part of LSS projects. Examples are: Building management, security, emergency operations, health, and accommodation of disabilities. Created staff development plan with IDP and also "kaizen" training which resulted in expertise in the Strategic plan, proficiency in safety skills and in automation.

B Leverage Technology: Use pre-existing infrastructure (Army Knowledge Online) to streamline administration, create durability and partnerships on a joint/interagency installation collaboration sites that reach Army, Joint and Interagency members with over 2000 files now on the various sites as well as maximizing Garrison shared digital drive which is documented in a best practice report. Safety displayed persistence in tracking down hard-to-obtain information by unparalleled expertise in exploiting search engines and databases.

C. Safety Campaigns: Maximize available safety publicity by working closely with PAO for articles, space on Facebook and Twitter safety tips. The Web page to be in continual improvement. Safety provided information by Email and Public Forums such as the Ft Meade Partner

INSTALLATION SAFETY OFFICE ACTION PLANS

3 Business Processes (cont)

luncheons. Leverage joint and interagency resources in efforts such as the Safety Exposition (2500 participants +) and offer safety stand-down activities for a joint and interagency installation.

D. **Safety Production**: Safety can contribute business results beyond what is expected with a 20% manpower shortage; At 57,000, the installation is the third most populated. Missions and requirements correspond to this. Seek results superior in quality, quantity, and impact to the installation safety status. Proactive and innovative in instituting measures to foster increased productivity such as hands on automation training, safety training and practice and vehicles such as Consideration of Others Training to promote harmonious relations within the workplace. Continue to seek personal development such as the DoD Executive Leadership Development Program (DELDP). Promote safety in cyber space staff study to identify safety issues which is timely since the Cyber Command recently was formed and stationed at Ft Meade. Automation initiatives can have a spin-off effect into other areas. Automation can assist with the identification and utilization of innovative and/or creative methods that accomplish current work such as organizing and scheduling using a shared calendar and network shared information which also supports overall Human Capital Strategic Goals, inclusiveness and the accommodation of disabilities.

The 17 Applicable Ft Meade Safety Programs

- Army Safety Program
- Strategic Planning, Army Safety Program Structure, Safety Program Evaluation, Councils, and Committees (AR 385-10, Chapter 2)
- Accident Investigation and Reporting (AR 385-10, Chapter 3)
- Contracting Safety (AR 385-10, Chapter 4)
- Explosives Safety Management (AR 385-10, Chapter 5)
- Public, Family, Off-Duty Recreation and Seasonal Safety (AR 385-10, Chapter 6)
- Radiation Safety Management (AR 385-10, Chapter 7)
- Safety Awards Program (AR 385-10, Chapter 8)
- Training Requirements (AR 385-10, Chapter 10)
- Motor Vehicle Accident Prevention (AR 385-10, Chapter 11)
- Tactical Safety (AR 385-10, Chapter 13)
- Aviation Safety Management (AR 385-10, Chapter 15)
- Occupational Safety and Health Program (Workplace Safety) (AR 385-10, Chapter 16)
- Workplace Inspections (AR 385-10, Chapter 17)
- Industrial Operational Safety (AR 385-10, Chapter 18)
- Emergency Planning and Response (AR 385-10, Chapter 19)
- Facility Reuse and Closure (AR 385-10, Chapter 24)

A COMMUNITY OF EXCELLENCE



KIRK M. FECHTER
SAFETY DIRECTOR

I would like to take this opportunity to thank each and every member of our workforce for your hard work and dedicated effort in support of our Safety Strategic Action Plan. Your continued support, through the safe execution of your daily mission, is vital in meeting our customers' needs and the Installation's goals and objectives. Only through your continued efforts can we successfully implement our Safety Strategic Action Plan and strive to accomplish our mission. As members of Team Meade, you are "Our Greatest Asset" and the reason we are "A Community of Excellence". Thank you for your continued service and dedication to duty.

The Installation Safety Office Strategic Action Plan was developed and published with support from our senior leaders and employees at all levels.

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Visit our web page: <http://www.ftmeade.army.mil/pages/safety/Safety.html>

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"A, B, C : Adversity builds character."