



THE SECRETARY OF THE NAVY  
WASHINGTON DC 20350-1000

July 6, 2009

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Department of the Navy (DON) Safety

Safety is a key tenet of success Department-wide. Continual improvement of the safety and occupational health of our Sailors, Marines, civilian personnel and contractors is one of my top priorities.

The Secretary of Defense, in his Guidance for the Development of the Force dated May 21, 2008, extended a challenge to each Military Department to reduce mishaps 75% by the end of FY 2012, using FY 2002 as our baseline. I fully support and endorse this challenge.

Safety is everyone's responsibility. My goal for the Department is to achieve world class safety status - to become the best military safety organization in the world. In order to achieve this, Safety must be part of everything we do - on and off duty.

Safety must be designed into our weapon systems, platforms and processes up front, during acquisition – not considered after the fact. In corporations and military organizations alike, investments in safety have shown great payback. We must aggressively fund safety research and implement proven safety technology.

Mishaps, hazards and near miss events must be quickly identified, analyzed, and openly communicated so lessons learned will prevent recurrence. We cannot mitigate risk for hazards that we do not know about.

I look forward to working with the Chief of Naval Operations and Commandant of the Marine Corps as we strive to achieve the attached DON Safety Vision for 2009 and Beyond. This document, based on senior Navy and Marine Corps Fleet input, is a critical roadmap for achieving my goals of sustained mishap rate reduction and establishment of the Department of the Navy as a World Class Safety Organization.

A handwritten signature in black ink, appearing to read "Ray Mabus".

Ray Mabus

Attachment:  
As stated

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## Department of the Navy Safety Vision for 2009 and Beyond

### **Introduction:**

The DON Safety Vision and implementation guidance set forth below includes critical initiatives and a cultural philosophy that will provide real benefits to the Nation as we fulfill our responsibility to maintain a mission-ready and capable Navy and Marine Corps. Safety and risk management are intrinsic to our ability to effectively prepare for and complete our mission whether at home or deployed in harms way. We will not accept unnecessary risk, nor will we condone any avoidable injury or loss of equipment as the cost of doing our business. Our people are our most precious asset and we owe them, their families, and loved ones our commitment to do all in our power to protect their well being.

This DON Safety Vision is not intended to be a comprehensive list of all that needs to be done to ensure safety across the Department. Rather it should serve as a roadmap for individual commands to implement, track, and refine their safety program and unit-level safety culture. Leadership support for the attainment of the Safety Vision below is necessary and appreciated. Echelon II Commanders shall ensure plans are formulated by their respective commands to achieve the DON Safety Vision. Each Service's Executive Safety Board shall annually review implementation plans and progress to include a review of those metrics chosen to measure success.

### **Vision:**

Department of the Navy (DON) Safety enhances mission readiness by preventing mishaps through aggressive leadership, safe and reliable equipment, adequate resource allocation, effective training, accountability, and proven risk management principles. In order to realize this vision, Department of Navy organizations and personnel shall:

- **Integrate safety into all on- and off-duty activities, work processes, and weapon system design to enhance mission readiness, capability, and accomplishment.**
  - Make safe operations and work practices the expected norm, by imbedding safe practices into all unit activities. Safety discussions regarding hazard identification and risk management become engrained into the planning and execution of all evolutions. Review lessons learned as a part of pre-job or pre-mission planning. Ensure Safety and Effective Risk Management are engrained early in weapon systems acquisition and design processes.
- **Imbed safety culture into the total force (military, civilians, and contractors), with accountability and involvement at all levels, through the adoption of a Safety Management System.**
  - A Safety Management System is a system, or collection of processes, that proactively manages day to day safety in the organization. It is not a prescribed or single software tool, but rather layers of management practices that collectively support the effective implementation of the unit's overall safety program. A Safety Management System

demonstrates that the organization is managing safety as effectively as any other critical administrative/business function. Examples of a Safety Management System include; OSHA's Voluntary Protection Program (VPP), Navy Process Review and Measurement System (PR&MS), and American National Standards Institute (ANSI) Z10-2005. See OPNAVINST 5100.23G, article 207, OPNAVINST 5100.19E, MCO 5100.29A and NAVMCDir 5100.8.

- **Facilitate continuous improvement in safety performance by managing hazards, mitigating risk, and implementing actions to reduce mishaps, through the use of annual safety program self-assessments.**
  - The purpose of the self-assessment is to identify gaps and improvements to the safety and occupational health program and work processes. Resulting gaps are used to identify or revise goals, set specific objectives and correct work practices to ensure continual safety improvements. OPNAVINST 5100.23G, OPNAVINST 5100.19E, MCO 5100.29A and NAVMCDir 5100.8 require all DON organizations to annually conduct a comprehensive self-assessment.
- **Maintain effective safety monitoring and performance measuring systems that support senior leadership and unit-specific metrics, data analysis for root causes and development of mitigation strategies.**
  - Every organization needs to collect and trend (monitor and measure) safety data in order to assess safety performance, identify adverse leading indicators and continually strive to minimize loss due to injury, illness or material property damage. The effective utilization of an organization's safety metrics transforms data into knowledge. Higher headquarters staffs need to communicate specific metrics that they require to collect from subordinate commands to gain a better corporate safety picture or level of safety awareness.
- **Employ new technology and the latest management tools to facilitate individual and unit safety awareness and ownership.**
  - Organizations should expect and be afforded the best/most current safety management tools available to execute and manage their safety programs. The use of available new/emerging technology must become a priority as resources and the safety return on investment dictate.
- **Aggressively and transparently communicate safety successes, share hazard awareness and share near-miss lessons learned.**
  - The tenets of any successful safety program include the ability to rapidly assess and share hazard information and disseminate lessons learned. Decisive leadership is critical in creating an environment whereby subordinate commands feel empowered to do this without fear of adverse action.

- **Enable safety performance by developing and maintaining a workforce of talented and skilled safety personnel, both military and civilian, that supports the seamless integration of safety into all work processes, products, and operations.**
  - Organizations must ensure assigned Civilian Safety Professionals and military safety personnel are highly skilled and motivated. Assignment of these personnel to such critical positions must be achieved through a deliberate and carefully managed process. Safety personnel require specific skills, and as such, training and maintenance of qualifications is essential. Safety personnel need leadership support to ensure they have access to the entire chain of command and are considered critical assets with the requisite credibility necessary to accomplish their key responsibilities.