



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

MAY 30 2006

### MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

**SUBJECT:** Defense Safety Oversight Council (DSOC) – Follow-up Actions (DSOC  
memo, March 7, 2006)

This is in response to your request for follow-up action from the DSOC.

Following are our thoughts or ideas on the Inspector General's "way forward" as presented to the DSOC.

- Inspector General: "Change the Mindset: Promulgate a vision to transform the DoD safety program. Action: SecDef"

We concur that the Secretary of Defense establishes the safety vision for the Department. All DoD business areas have the responsibility for realizing this vision by including safety in policy, plans and programs. As the Secretary's Principal Staff Assistant for the management of Safety and Occupational Health (SOH), I championed policy in DoDD 4715.1E, "Environment, Safety and Occupational Health (ESOH)," requiring implementation of SOH management systems throughout the Department. We also issued policy emphasizing integration of safety into the acquisition process (USD(AT&L) memo, "Defense Acquisition System Safety," Sep 23, 2004). SOH is a priority in the Defense Installation Strategic Plan (DISP) for 2004 and will continue to be emphasized in the 2006 update. These initiatives work toward the vision of transforming Safety on DoD. Safety itself is not a program – it is a way of doing business. We request continued DSOC support of our efforts to horizontally integrate SOH into all business areas and applaud your efforts in communicating that safety is a key component of readiness.

- Inspector General: "Build Accountability: Unify efforts in OSD and fully engage combatant commanders. Action: DepSecDef"

Organization and individual roles and responsibilities to support safety are well documented in DoD policies (DoDD 4715.1E, "Environment, Safety and Occupational Health (ESOH)," DoD Instruction 6055.1, "DoD Safety and Occupational Health (SOH) Program," and other DoD issuances). I am working to expand and clarify these requirements. For example, the DoD Instruction on Hazard Communication, and policy letters on injury



reporting and sharing privileged safety information, are all in formal coordination and will be published soon. We also are working on revising or creating about twelve more DoD Instructions and Manuals aimed at transforming our approach to safety – a systematic management system approach. We need to continue to work together to bring accountability to the most senior leadership levels and include SOH performance as a regular agenda item in leadership forums led by the Secretary and Deputy Secretary.

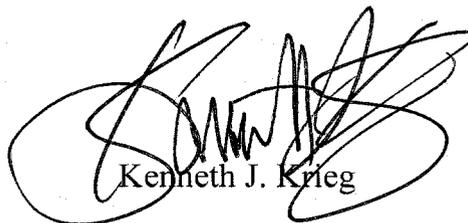
- Inspector General: “Transform the Program: Balance policy between compliance and prevention by defining expectations through a safety management system. Action: USD(AT&L)”

We published policy requiring implementation of SOH management systems throughout the Department. This industry-proven systematic approach to SOH will bring long term improvement but will take a number of years to reach its full potential. It will take 5 or more years to effectively achieve the behavioral change we need, but we are committed to move down this path. The management system approach – culminating in a safety culture integrated into all operations – remains a key element in our efforts to improve SOH performance in the Department. We are strengthening our efforts in our revision to the Defense Installation Strategic Plan, which will communicate and monitor clear implementation goals and measures at the “shop floor.” DSOC efforts to help installations achieve OSHA Voluntary Protection Program recognition provide a valuable contribution to this effort. I will continue to lead this effort.

- Inspector General: “Measure Progress: Report biannual survey results to SecDef, benchmarking against the baseline. Action: USD(AT&L)”

I concur with the recommendation to provide biannual safety culture survey results to the SecDef. This report would complement annual environment, safety and occupational health program reviews by the ADUSD(ESOH) and provide valuable feedback essential to continual improvement.

We are continuing to work with your staff to ensure safety technology for aircraft and ground vehicles is resourced appropriately. I will monitor these efforts in our acquisition programs. My point of contact for SOH issues is Mr Alex Beehler, ADUSD(ESOH), 703-697-8080.



Kenneth J. Krieg