



29 June 2004



MISHAP REDUCTION

SECDEF 50% Reduction Challenge

NAVAL AIR STATION OCEANA SUPPORTS SECRETARY OF DEFENSE DONALD RUMSFELD'S MAY 2003 CHALLENGE TO THE UNIFORMED SERVICES TO REDUCE MISHAPS BY 50 PERCENT ACROSS THE BOARD BY THE END OF FY05. WHILE THE OVERARCHING GOAL IS A 50-PERCENT REDUCTION, WE SHOULD NEVER ACCEPT THAT ACHIEVEMENT AS THE END STATE. THE REAL TARGET - THE GOAL WE MUST ALWAYS STRIVE TO ACHIEVE--IS DEVELOPING THE SAFETY CULTURE MINDSET OF ZERO-TOLERANCE FOR PREVENTABLE MISHAPS. AS ALWAYS IT WILL TAKE ALL HANDS TO REACH OUR GOAL.

FIRST, WE MUST GET THE WORD TO ALL HANDS. ALL CIVILIAN AND MILITARY LEADERS MUST ENSURE OUR PERSONNEL KNOW ABOUT OUR ONGOING EFFORTS AND ARE FULLY ENGAGED. EMPHASIZE TO YOUR PERSONNEL THE TRAGIC HUMAN TOLL RESULTING FROM MISHAPS: ANYONE LOST TO A PREVENTABLE MISHAP IS IRREPLACEABLE. IN TODAY'S FINANCIAL ENVIRONMENT AND WITH OUR ONGOING GLOBAL WAR ON TERRORISM, EVERY DOLLAR LOST TO A MISHAP DIRECTLY IMPACTS OUR COMBAT READINESS.

NEXT, TAKE STOCK OF YOUR COMMAND'S MISHAP-REDUCTION TIMELINE.

- WHAT IS YOUR COMMAND'S MISHAP-REDUCTION CAMPAIGN PLAN?
- DO YOU HAVE ONE?
- HOW OFTEN DO YOU DISCUSS IT WITH YOUR PERSONNEL?

ACTIVE LEADERSHIP IS THE ONLY EFFECTIVE WAY TO RESOLVE MANY OF THESE ISSUES. BOTH CIVILIAN AND MILITARY IN POSITIONS OF AUTHORITY MUST MAKE SURE THEIR PERSONNEL ARE FULLY EDUCATED AND POSSESS THE APPROPRIATE KNOWLEDGE LEVELS TO SUCCESSFULLY AND SAFELY FULFILL THEIR RESPONSIBILITIES. WE MUST EMPHASIZE TO EVERYONE THAT ANY DEVIATION FROM 100-PERCENT COMPLIANCE WITH ESTABLISHED RULES AND PROCEDURES IS UNACCEPTABLE UNDER ANY CONDITIONS. WE MUST ALSO STRESS TO OUR FELLOW WORKERS THAT LEGITIMATELY QUESTIONING PROCEDURES THAT APPEAR WRONG OR IMPROPER IS NOT JUST ACCEPTABLE, IT IS A MUST. PART OF THAT CULTURAL MINDSET MUST INCLUDE HAVING THE DISCIPLINE TO NOT JUST WALK BY SOMETHING THAT DOES NOT APPEAR RIGHT IN THE HOPE THAT SOMEONE ELSE WILL NOTICE IT. THIS DEMANDS MENTAL DISCIPLINE--A DISCIPLINE THAT MAKES OPERATIONAL RISK MANAGEMENT A PART OF OUR DAILY LIVES, ON AND OFF DUTY.

THE CHALLENGE FOR ALL OF US TODAY? GET THE WORD OUT AND DEVELOP A SAFETY CULTURE IN ALL WE DO: AT HOME, AT WORK AND AT PLAY. THE LEADERSHIP TOOLS, EDUCATIONAL PROCESSES AND TALENT ARE ALL IN PLACE TO MAKE IT HAPPEN.

IN CLOSING, THE LIVES ENTRUSTED TO US AS LEADERS--CAN NEVER BE REPLACED. COMMITMENT INCLUDES CARING FOR THE SAFETY, PROFESSIONAL, PERSONAL, AND SPIRITUAL WELL-BEING OF OUR PEOPLE. LET'S CONTINUE TO BE SAFE OUT THERE AND TAKE CARE OF EACH OTHER.