



Air Force Safety Strategic Plan 2008-2012



One Air Force Safety Team



Introduction

The Air Force Safety Strategic Plan is a cornerstone document that defines the Air Force Chief of Safety's mission, strategy, vision, intent and goals. It will guide Air Force Safety's efforts over the next five years in support of the overall Air Force mission. To remain relevant with the evolving nature of air, space, and cyberspace power, this strategic plan is designed to enable responsiveness, flexibility and adaptability to the mission.

Safety is an enabling capability and a force multiplier when employed effectively. The entire focus of Air Force Safety's strategic planning is on harnessing resources and expertise to empower commanders and Airmen wherever they are engaged with the right capabilities and tools to effectively risk manage operations. The planned effect of properly employed safety capabilities, tools and expertise is an enduring Wingman culture of mission accomplishment while preventing mishaps and preserving valuable resources.

Every Airman benefits from effectively employed safety capabilities. Every Airman is a stakeholder in achieving the mission by accepting the right amount of risk. Each and every Airman is a precious and valuable resource that demands the very best safety education, training and support we can provide. These synergistic principles will be the focus of our guidance, planning, allocation of resources and application of all the safety expertise we can bring to bear.



Air Force Safety **Mission**

Prevent Mishaps – Preserve Combat Capability

The Air Force Safety mission is simple and enduring. In enabling that mission, Air Force Safety provides an array of capabilities that commanders and Airmen employ to identify, assess and mitigate strategic, operational, and tactical risks to mission accomplishment. As an organization composed of highly trained professionals, Air Force Safety provides people, capabilities, guidance, programs, tools, education and training that enable commanders and Airmen to effectively risk-manage the mission and to preserve full spectrum combat capabilities.

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Air Force Safety Strategy

Priorities to address mishap reduction

The Air Force cannot reliably predict when and where we will fight in the future. In the near term, the strategic operating environment is expected to focus on deployed operations in support of the Global War on Terror, and combating the asymmetrical nature of terrorism. Compounding battlefield complexities, the Air Force is employing more sophisticated weapon systems with a smaller force. While the Air Force has enjoyed a historically low number of mishaps in recent years and the lowest mishap numbers of all of the Armed Forces, we must remain focused on reducing the number of mishaps. The Air Force cannot afford to lose valuable assets. The loss of one Airman or one aircraft can adversely impact our ability to project force when and where needed. Mishaps degrade the Air Force's combat capability through the loss of valuable people and equipment needed to execute the Air Force's global mission.

For the Air Force to experience significant, sustainable mishap reduction, we must continue promoting the mindset and culture that brought us successfully through the Cold War in order to deal with new threats on the horizon. Our aim is to be lean, lethal and agile. Infusing a risk management and mishap prevention culture at every level of the Air Force will protect and preserve combat capability and provide commanders the best opportunity to safely complete the mission.



Our strategy will be a comprehensive “Back to Basics” approach with Air Force Safety targeting three specific priorities:

- Provide world-class mishap investigation, reporting, and analysis
- Provide premier mishap prevention strategies, tactics, techniques, procedures, and tools.
- Provide unsurpassed safety education, training and force development.

In a fiscally constrained environment of manning reductions and increasingly expensive equipment, we can ill-afford continued attrition of combat forces to preventable mishaps. Every choice we make must help us win today's war, prepare for tomorrow's war, develop our people, and protect and preserve combat capability. This is accomplished by focusing our efforts on the three priorities allowing us to achieve our overarching goals.



Image courtesy of the Library of Congress

Air Force Safety **Vision**

**World-class Airmen
protecting and preserving
full-spectrum combat
capability through mishap
prevention**

The vision of Air Force Safety is Airmen accomplishing the global warfighting mission employing sound risk management principles to prevent mishaps while achieving mission objectives. Sound risk management principles are the foundation of a world-class safety culture that leverages the talents and leadership of the most highly motivated, trained, and respected Airmen in the world to accomplish the Air Force mission.



Air Force Chief of Safety's **Intent**

Laying the foundation for world-class safety

Air Force Safety leverages all of its talents and capabilities in building unity of effort to enhance the culture of effective risk-managed operations and mishap prevention. We will champion risk management and provide world-class support to commanders in effectively identifying, assessing, and mitigating risks to the mission. We will mature the Wingman culture, institutionalizing it as a force multiplier through improved guidance, education, agile tools, publications and training. We will achieve broad, synergistic mission effects for commanders through employment of capabilities embodied in voluntary protection programs, cultural and safety assessments, thorough mishap investigations and powerful web-based data analysis tools.

We are committed to continue building agility, flexibility, and reach-back capabilities in support of our Airmen deployed and engaged around the world. We must continue ensuring that they have the right training and are equipped with the right tools to risk-manage the mission. We will leverage and exploit evolving technologies to make the capabilities, tools, and training we provide accessible to Airmen when and where they need them.

At home, we will continue to grow Air Force Safety Center capabilities as the focal point for excellence in safety doctrine, education, training, subject matter expertise, and assistance. Our hallmark will remain world-class support to our major commands, combatant commanders, coalition partners and the corporate Air Force.

Air Force Safety Goals

Building capabilities for force preservation

The Air Force Chief of Safety's intent can be further defined in terms of five basic goals: policy, training, mishap prevention, investigation and reporting. These five goals provide the common framework for our strategy. Pursuing them simultaneously will ensure we can deliver on our promise, enhance mishap prevention to preserve combat capability and meet our priorities. Our five overarching goals are:

- Develop and incorporate safety **policy** into joint and Air Force Doctrine for air, space, and cyberspace mission success.
- Create and sustain a safety education and **training** center of excellence. Provide Air Force commanders with safety capabilities, safety professionals, and programs that are effectively manned, trained, and equipped for mission success.
- Develop the Commander's Toolbox of safety capabilities. Institutionalize a Wingman culture that promotes **mishap prevention** through safety awareness that enables mission success. Provide MAJCOM-through-squadron mishap prevention capabilities to ensure mission success.
- Provide world-class technical and **investigation** process support to MAJCOMs, deployed, and engaged commanders. Actively assist convening authorities and combatant commanders in their responsibilities to report and thoroughly investigate mishaps.
- Develop and support premier capabilities in data collection, analysis, and **reporting** that improve hazard identification and mitigation, web-enabling and linking those capabilities to processes in the field. Improve user-friendly hazard identification and risk analysis tools that commanders can employ to manage risks at the appropriate level for mission accomplishment.

These five goals are simultaneously achieved through execution of short-term objectives specifically targeted to support our three priorities. Together, they enable our safety professionals to accomplish their mission.



Air Force Safety Objectives

Supporting Our Priorities & Goals

Linking objectives to priorities

If this framework of defined priorities, goals, and objectives are effectively utilized, our Airmen can minimize risk to personnel and equipment. Commanders can be assured access to the safety tools needed to make timely and informed risk management decisions in executing their mission. The objectives that follow provide a means for attaining our strategic priorities and goals.

Priority 1. Provide world-class mishap investigation, reporting, and analysis

- 1.1** Develop and deploy next generation safety investigative concepts that leverage current and emerging technologies.
- 1.2** Explore, identify, and integrate proven, cutting-edge investigative techniques and technologies.
- 1.3** Increase the robustness of the Air Force Safety Center's reach-back capability to fully support commanders' mishap investigation activities.
- 1.4** Streamline and institutionalize the Memorandum of Final Evaluation (MOFE) process to enable commanders to mitigate or eliminate mishap contributors.
- 1.5** Field fully operational safety information systems...useful, tailored, meaningful safety data immediately available to commanders.
- 1.6** Provide proactive and predictive safety data analysis that emphasizes leading indicators over trailing historical statistics.
- 1.7** Provide informative data that enables senior decision makers to prioritize and resource the most cost-effective safety initiatives.
- 1.8** Develop policies, programs, procedures, practices, techniques and legal authorities to guide proper and accurate mishap investigations.
- 1.9** Revise Air Force Safety program, mishap investigation guidance and institutionalize a rhythm for review and updating.

Priority 2. Provide premier mishap prevention strategies, tactics, techniques, procedures, and tools

- 2.1** Reduce mishaps related to Human Factors by increasing Air Force Safety focus on Human Factor awareness.





2.2 Champion the Operational Risk Management process to identify and mitigate hazards.

2.3 Provide relevant inputs to evolving DoD and Air Staff safety policy and guidance.

2.4 Increase opportunities for partnering with allies, sister services, federal agencies, industry and academia to further safety awareness.

Priority 3. Provide unsurpassed safety education, training and force development

3.1 Provide timely, relevant high quality safety investigative training commensurate with commanders' evolving mission needs.

3.2 Provide safety training curricula and opportunities to fully satisfy commanders' growing requirements.

3.3 Create a comprehensive force development architecture that provides commanders the full compliment of trained safety warriors in concert with AF/A1 force management and development initiatives.

3.4 Champion the safety manpower requirements for the Air Force, at home and deployed, and aggressively work the personnel system to ensure all billets are filled with fully qualified personnel.

3.5 Formulate, defend, and execute a budget based on priorities and objectives that further the Air Force Safety mission.





U.S. Navy photo by PH2 (AW) Richard J. Brunson

Executing Our Objectives

Drawing it all together

The implementation and management plan in **Appendix A** provides general guidance on AFSC and MAJCOM SE responsibilities. It ensures attainability of priorities, goals, and objectives in support of this plan. It further defines the responsibilities for keeping the plan current. This plan is applicable in meeting the Air Force and Safety communities' evolving needs.

Appendix B establishes specific linkage between objectives and performance measures. These serve as general, non-regulatory, guidance for achieving the priorities and objectives outlined in the plan.



U.S. Air Force photo

APPENDIX A

Implementation & Management Plan

The Air Force Safety Center and MAJCOM SEs act as a deliberative body with responsibility for monitoring the overall attainment of the priorities, goals, and objectives in this plan.

Specific responsibilities include:

- Developing implementation plans necessary for the achievement of assigned objectives
- Developing objective performance metrics
- Serving as advocates for establishing resource requirements to meet the plan's priorities
- Meeting yearly to monitor progress towards achievement of priorities, goals, and associated objectives
- Reporting the progress towards and completion of actions outlined in the implementation plans for each objective that falls within the priority area

AF/SE will meet with AFSC division representatives annually to review progress and to discuss any significant changes to the priorities, goals, or objectives, eliminate non-productive objectives or add new objectives to meet emerging requirements. In addition, the AFSC will meet with MAJCOM Chiefs of Safety during the Senior Safety Advisory Council to discuss current status of the priorities, goals, and objectives. Every three years, AF/SE will conduct a strategic dialogue with MAJCOM SEs and AFSC senior leaders to review and update the overall Air Force Safety Strategic Plan and begin the strategic planning cycle.

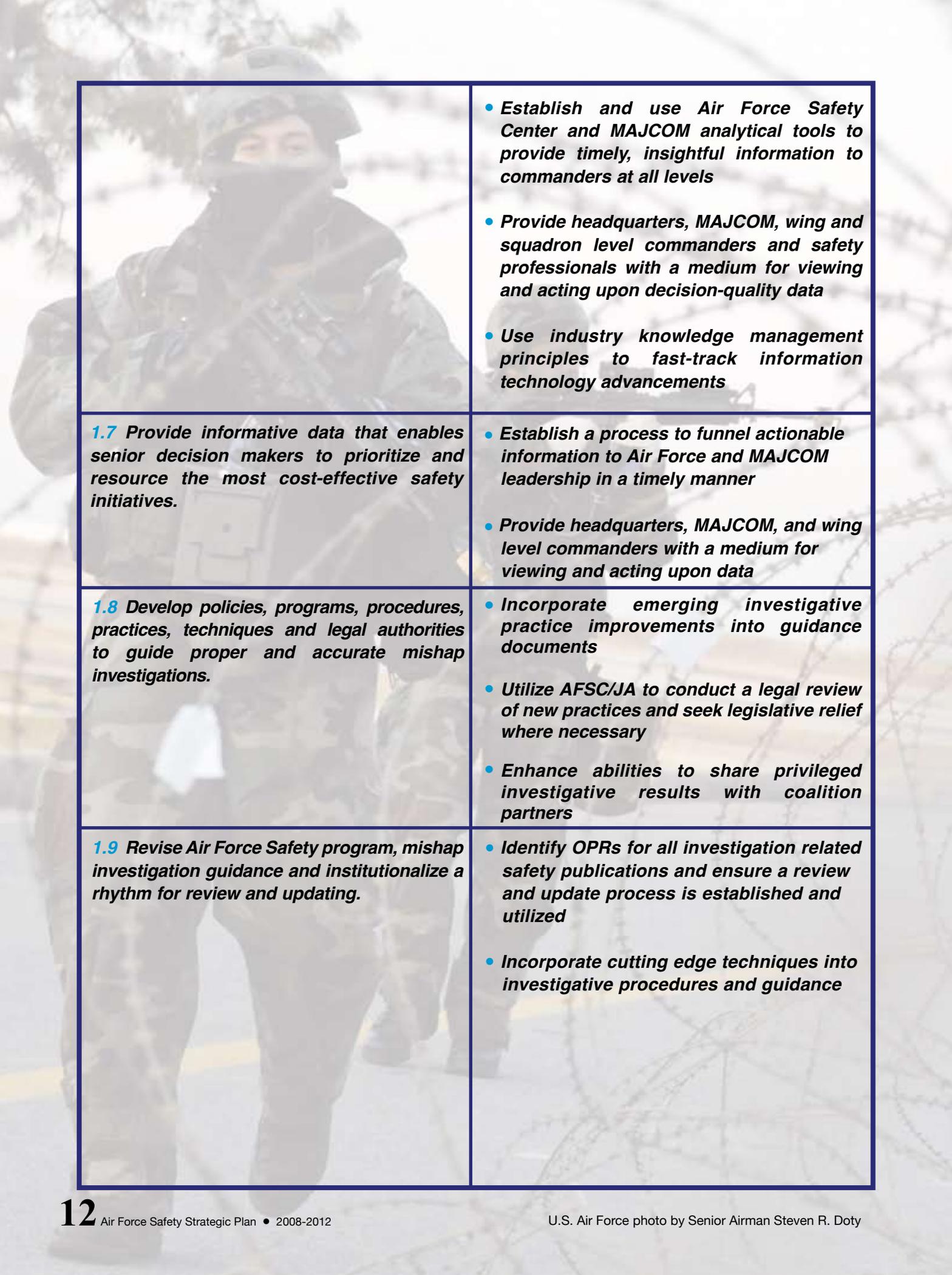
APPENDIX B

Air Force Safety Priorities, Objectives & Performance Measures

In implementing the Air Force Safety Strategic Plan, Air Force Safety will use performance measures to track progress and assess achievement of the strategic goals and objectives. These measures will primarily be outcome assessments, such as progress against and attainment of specific quantitative and qualitative targets. Performance measures listed below for each objective serve as recommendations only. They are starting points for the Air Force Safety Center and MAJCOMs to begin the analysis and decision-making process required to arrive at the correct metrics for their objectives.

Priority 1: Provide world-class mishap investigation, reporting, and analysis.	
Objective	Performance Measures
<p>1.1 Develop and deploy next generation safety investigative concepts that leverage current and emerging technologies.</p>	<ul style="list-style-type: none"> • Partner with industry and government partners to identify the next generation of technology exploitable for Air Force Safety • Partner with joint services and coalition partners to exploit the next generation of technology for Air Force Safety • POM for resources to meet technological requirements • Procure technologies and train safety personnel in the effective use of safety systems • Provide avenue for fast-tracking best of breed initiatives from MAJCOMs to Air Force-wide implementation
<p>1.2 Explore, identify, and integrate proven and cutting-edge investigative techniques and technologies.</p>	<ul style="list-style-type: none"> • Work with industry, National Transportation Safety Board and National Highway Transportation Safety Agency partners to identify advancements in investigative techniques • Work with joint services and coalition partners to exploit advancements in investigative techniques • Incorporate cutting edge techniques into investigative procedures, training and educational curricula

<p>1.3 Increase the robustness of the Air Force Safety Center's reachback capability to fully support commanders' mishap investigation activities.</p>	<ul style="list-style-type: none"> • Conduct gap analysis to identify areas where technological expertise is lacking within the Air Force investigative processes • Identify leading experts within and outside of the Air Force willing to serve as technical consultants in support of Air Force investigations • Leverage technological solutions to fill identified gaps in the investigative support continuum • Analyze existing operations to identify areas where investigative support can be improved through efficiency and/or additional resources
<p>1.4 Streamline and institutionalize the Memorandum of Final Evaluation (MOFE) process to enable commanders to mitigate or eliminate mishap contributors.</p>	<ul style="list-style-type: none"> • Analyze existing processes employing AFSSO21 lean initiative techniques to identify factors adversely affecting timely MOFE completion • Focus resources needed to accomplish the MOFE process in a timely manner
<p>1.5 Field fully operational safety information systems...useful, tailored, meaningful safety data immediately available to commanders.</p>	<ul style="list-style-type: none"> • Identify refine and update data warehouse into the Operational Safety Integrated Risk Information System construct • Continue development of current AFSAS modules • Use industry standard, service-oriented architecture to link 21st century information techniques (e.g. XML feeds to other databases) and exploit joint solutions as much as practical. • Aggregate data from all assessments into the Commanders' Toolbox
<p>1.6 Provide proactive and predictive safety data analysis that emphasizes leading indicators over trailing historical statistics.</p>	<ul style="list-style-type: none"> • Employ the OSIRIS construct to gather trend information from operational units



Priority 2: Provide premier mishap prevention strategies, tactics, techniques, procedures, and tools.

Objective	Performance Measures
<p>2.1 Reduce mishaps related to Human Factors by increasing Air Force Safety focus on Human Factor awareness.</p>	<ul style="list-style-type: none"> • Develop and implement policy/guidance on Human Factors, Organizational Safety Assessments and Air Force Cultural Assessment Safety Tool • Develop and implement Human Factors strategic communications architecture (e.g., Website, Communities of Practice, MAJCOM cross-tell) • Leverage existing management, intellectual resources, and funding sources within Defense Safety Oversight Council, Private Motor Vehicle Task Force, Joint Service Safety Council, and Senior Safety Advisory Council to optimize Human Factors efforts at all levels • Identify and use all existing MAJCOM Human Factors manpower positions to facilitate Human Factors awareness and mishap investigation and analysis. Advocate for additional personnel as required. • Implement DoD HFACS as common data language for collection and analysis of all human factors data; modify data collection tools as needed to facilitate collection and analysis of Human Factors data • Leverage internal (including non-safety) Air Force Human Factors efforts and harmonize with joint Human Factors initiatives
<p>2.2 Champion the Operational Risk Management safety process to identify and mitigate hazards.</p>	<ul style="list-style-type: none"> • Ensure ORM model is used in the education and training of all Airmen • Ensure the investigative process provides useful recommendations in the redesign of systems and procedures • Ensure hazard mitigation recommendations are executed in a timely manner • Partner with joint services in the develop-

	<p><i>ment of next generation risk management tools and techniques</i></p> <ul style="list-style-type: none"> • <i>Institute a comprehensive DoD-wide Bird Aircraft Strike Hazard program</i>
<p>2.3 <i>Provide relevant inputs to evolving DoD and Air Staff safety policy and guidance.</i></p>	<ul style="list-style-type: none"> • <i>Educate safety professionals in the process to update established DoD and Air Staff safety guidance</i> • <i>Ensure appropriate level of document review is conducted at MAJCOM and HAF-level to provide the opportunity for input</i> • <i>Design/employ a web-enabled safety tracker architecture that is transparent to MAJCOMs and enhances user capabilities</i>
<p>2.4 <i>Increase opportunities for partnering with allies, sister services, federal agencies, industry and academia to further safety awareness.</i></p>	<ul style="list-style-type: none"> • <i>Work with industry, government, joint services, and coalition partners to identify the next generation of technology exploitable for safety</i> • <i>Establish communications and formalize relations between industry, federal, and coalition safety agencies to facilitate the sharing of safety information and techniques</i>

Priority 3: Provide unsurpassed safety education, training and force development.

Objective	Performance Measures
<p>3.1 Provide timely, relevant high quality safety investigative training commensurate with commanders' evolving mission needs.</p>	<ul style="list-style-type: none"> • Identify the safety needs of commanders in meeting evolving missions and submit to AFSC for course development and/or quota procurement • Staff additional training requirements through the appropriate forum for approval i.e., SSAC, AFOSC, AFERB, etc.
<p>3.2 Provide safety training curricula and opportunities to fully satisfy commanders' growing requirements.</p>	<ul style="list-style-type: none"> • Prioritize safety course offerings to meet the evolving needs of the Air Force • Identify and provide resource support to meet the increased educational requirements
<p>3.3 Create a comprehensive force development architecture that provides commanders the full compliment of trained safety warriors in concert with AF/A1 force management and development initiatives.</p>	<ul style="list-style-type: none"> • Identify shortfalls in currently fielded safety capabilities and architecture • Review existing architecture for areas to improve and energize to meet evolving Air Force Safety needs • Address shortfalls and limfacs through the appropriate forum for approval i.e., SSAC, AFOSC, AFPC, etc.
<p>3.4 Champion the safety manpower requirements for the Air Force at home and deployed, and aggressively work the personnel system to ensure all billets are filled with fully qualified personnel.</p>	<ul style="list-style-type: none"> • Review and forecast manpower position vacancies to ensure timely fill with qualified personnel • Engage AFPC and AFSC to ensure training occurs prior to arrival of personnel into safety billets
<p>3.5 Formulate, defend and execute a budget based on priorities and objectives that further the Air Force Safety mission.</p>	<ul style="list-style-type: none"> • Actively ensure safety interests AND requirements are addressed and incorporated into all corporate reviews at wing, MAJCOM and Air Force levels

APPENDIX C

AF Safety Priorities/AF Safety Strategic Goals Cross-Reference Chart

AF Safety Priorities	Air Force Safety Objectives	Air Force Safety Strategic Goals				
		Policy	Training	Mishap Prevention	Investigation	Reporting
Provide world-class mishap investigation, reporting, and analysis	<i>Develop and deploy next generation safety investigative concepts that leverage current and emerging technologies.</i>	X	X	X		
	<i>Explore, identify, and integrate proven and cutting-edge investigative techniques and technologies.</i>		X		X	
	<i>Increase the robustness of the Air Force Safety Center's reachback capability to fully support commanders' mishap investigation activities.</i>				X	X
	<i>Streamline and institutionalize the Memorandum of Final Evaluation (MOFE) process to enable commanders to mitigate or eliminate mishap contributors.</i>			X	X	X
	<i>Field fully operational safety information systems... useful, tailored, meaningful safety data immediately available to commanders.</i>		X	X	X	X
	<i>Provide proactive and predictive safety data analysis that emphasizes leading indicators over trailing historical statistics.</i>		X	X	X	X
	<i>Provide informative data that enables senior decision makers to prioritize and resource the most cost-effective safety initiatives.</i>			X	X	X
	<i>Develop policies, programs, procedures, practices, techniques and legal authorities to guide proper and accurate mishap investigations.</i>	X	X		X	
	<i>Revise Air Force Safety program, mishap investigation guidance and institutionalize a rhythm for review and updating.</i>	X	X		X	
Provide premier mishap prevention strategies, tactics, techniques, procedures, and tools	<i>Reduce mishaps related to Human Factors by increasing Air Force Safety focus on Human Factor awareness.</i>	X	X	X	X	X
	<i>Champion the Operational Risk Management safety process to identify and mitigate hazards.</i>	X		X		
	<i>Provide relevant inputs to evolving DoD and Air Staff safety policy and guidance.</i>	X				
	<i>Increase opportunities for partnering with allies, sister services, federal agencies, industry and academia to further safety awareness.</i>	X	X	X		
Provide unsurpassed safety education, training and force development	<i>Provide timely, relevant high quality safety investigative training commensurate with commanders' evolving mission needs.</i>		X		X	
	<i>Provide safety training curricula and opportunities to fully satisfy commanders' growing requirements.</i>	X	X	X		
	<i>Create a comprehensive force development architecture that provides commanders the full compliment of trained safety warriors.</i>	X	X			
	<i>Champion the safety manpower requirements for the Air Force, aggressively work the personnel system to ensure all billets are filled with fully qualified personnel.</i>	X	X	X		
	<i>Formulate, defend and execute a budget based on priorities and objectives that further the Air Force Safety mission.</i>	X	X			