



Safety Culture Change – how we did it (and continue to do it)

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Safety Culture at a Navy Command



- **NAVFAC Southwest is an Echelon 4 Command, with approximately 3200 employees and a large contractor workforce (in-office, construction and base operating support)**
- **Approximately 1700 of those employees are blue collar, working in industrial settings at Naval Bases, Naval Air Stations and Amphibious Bases**
- **We are a facilities command, building and maintaining a wide variety of facilities to support the warfighter. Hence, we have hundreds of different job series, with projects of varying risk levels.**

Background on the Safety Program



- **Major Restructure of the Safety Program in 2014**
- **Commanding Officer formed a special team to recommend changes throughout the Command to reshape our Safety Culture**
- **Since then, our Mishap Rate has been cut in Half (DART was 2.0, now 1.0)**
 - **TRENDS**
 - **BLUE COLLAR/WHITE COLLAR**
 - **LOST DAYS/LIGHT DUTY DAYS**

Safety Program Evaluation



- **Historical Reference:**
- **2014 Re-evaluation of the Command Safety Program and all ancillary processes and structure was ordered by the Commanding Officer as a result of a contractor fatality and a similar near miss by an in house electrician.**
 - Leadership Changes
 - Restructure of the Safety Office
 - Professional Survey
 - Physical move
 - Training Changes
 - Safety Committees
 - Doctrine
 - Pay and Retention
 - Supervisory span of control
 - Competent Persons
 - Awards and Accountability
 - Hiring GOOD People

Key Doctrine Changes



- **PPE Usage & Procurement**
- **Occupational Safety & Health Program**
 - **JHA requirement**
- **Safety Through Awards Recognition**
- **Stop Me Program**
- **Employee-Drive Culture of Safety Program**
- **Hazardous Material Control & Management Program**
- **SAFE Program**
- **Weekly Operational Risk Management Assessment**

- **Next Step is the Voluntary Protection Program**