

# **United States Coast Guard Headquarters**

## **Office of Safety and Environmental Health (CG-113)**

### **Strategic Plan FY2014-2019**



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## Foreword

At the core of this strategic plan is the protection of our human resources and the prevention of mishaps. The Coast Guard, like most dynamic organizations, is ever adapting to political, funding, and mission demands that expose it to dynamic and unknown safety and environmental health challenges. These challenges can only be resolved with adaptive and dynamic risk management systems that identify and mitigate hazards ahead of mishaps. This strategic plan will meet these safety challenges “head-on” and evolve the CG safety and environmental health program from a predominantly “Reactive” to a “Proactive” and “Generative” program. The focus of the plan is building innovative analytic methods, processes, and technologies that identify safety deficits to reduce accidents, injuries, and build strong safety cultures.

To this end, the plan provides clear program direction, focus and establishes transparency through clearly defined strategic goals and initiatives. These goals and initiatives target key functional objectives that CG-113 must accomplish to promote Coast Guard mission readiness through the prevention of fatalities, injuries and illnesses, and property loss.

The success of the plan will require a concerted Coast Guard-wide effort to accomplish the goals outlined within. One of these goals is the development of a business plan specifically delineating program objectives, initiatives to implement planned objectives, and measures of performance that ensure transparency and accountability. I am confident we will achieve these goals and more.

Thank you for your devotion and unwavering commitment to secure the safety and health of our Coast Guard workforce, and attain the Commandant’s guiding principle of Duty to People.



Glenn L. Gebele  
Chief, Office of Safety and Environmental Health  
U.S. Coast Guard

# Mission, Vision, and Values

## Mission

The provision of effective and relevant safety, occupational and environmental health policies, program planning and resourcing, and personnel expertise that enable the Coast Guard to achieve and sustain mission readiness and execution based on risk reduction principles.

## Vision

Align CG-113 safety, occupational and environmental health programs with evolving mission needs and provide oversight of program implementation in support of all 5 Coast Guard mission sets, while cultivating a system safety culture embedded in mission execution.

## Values

Prevention, Protection, Readiness, and Service



## OUR STAKEHOLDERS and STRATEGIC PARTNERS

*Our Stakeholders and Strategic Partners expect the best safety support for the Coast Guard Member. Our stakeholders include the President of the United States, Congress, Secretary of Homeland Security, Secretary of Defense, Coast Guard Commandant, Service Secretaries, and Coast Guard Unit Commanders.*



## OUR CUSTOMERS

### **Executive Leadership, Operational and Support Program Managers, Commanders and Service Members**

collaborate with us to achieve mission readiness and execution. They expect and deserve responsive, capable, coordinated operational risk management support anywhere, anytime. The Coast Guard safety program prides itself on being responsive to the needs of our service – our agility enables us to deliver the necessary guidance and support on time, every time. Because we face a rapidly changing multi-mission/multi-threat environment, we must excel at realigning resources within the safety program and the operational community at large to ensure mission readiness and execution as the service moves along the risk continuum.

## **CG-113 Current State Overview: Objectives, Activities, Challenges, and Strategic Direction**

The Office of Safety and Environmental Health (CG-113) develops, updates and promulgates policies, and provides management, oversight, and technical support through a diverse range of Coast Guard Safety, Occupational and Environmental Health programs. These programs ensure Coast Guard mission readiness and execution through the prevention of fatalities, injuries, illnesses, and property damage and loss. CG-113 cornerstone programs include: Aviation Safety, Afloat Safety, Ashore Safety, Occupational and Environmental Health, and Safety Assurance and Risk Reduction.

CG-113's potential for success going forward is due to a unique blend of talented personnel resources within the office, consisting of senior Coast Guard and Public Health Service members, and senior civil service professionals. A number of the staff hold advanced degrees and/or professional credentials in their area of expertise. CG-113 enjoys excellent support from the Health, Safety and Work-Life Service Center (HSWL SC) safety and occupational health specialists, who carry out the critical task of safety service delivery to the many CG units around the nation. CG-113 also benefits greatly from the extensive engagement in all matters safety from the Director, Health, Safety and Work-Life (CG-11).

Although CG-113 staff is comprised of a diverse collection of necessary eclectic blend of experts, its personnel numbers are few compared to the magnitude of CG-113's tactical and strategic functions. Executing the office's central functions of policy writing, program and resource management and oversight, and timely support of COMDT mishap investigations has become more challenging in recent years. An increase in mishaps and concerns regarding operational risk has developed from the rapid expansion of operational capabilities in support of evolving homeland security missions. The resulting rapid introduction of new people, platforms and procedures concomitant with ageing infrastructure and high op-tempo results in a complex synergy that threatens operational safety. Complex operational dynamics and limited CG-113 staffing levels, coupled with substantial regulatory and oversight overload, have placed CG-113 in a reactive mode that often exposes the program to the "tyranny of the present," rather than in a consistent leadership role.

While funding and staffing constraints will continue in the near future, strategic redirection of program emphasis towards proactive and generative activities creates a window of opportunity to monitor leading indicators that signal degrading safety envelopes and direct corrective action ahead of mishaps.

The current Coast Guard safety culture is unable to meet the demands of a higher operational risk environment. The timely addition and application of proactive operational risk reduction techniques to current risk management

practices is a significant milestone in the movement towards a systems approach to safety. Proactive risk reduction will ensure CG-113 is able to identify hazards and mitigate the adverse effects latent in an organization in the midst of change.

## Strategic Goals and Corresponding Strategies

CG-113 conducted a SWOT analysis to identify areas requiring improvement, redirection, or both. Areas for improvement include standardization of business processes, increased communications with Departmental, Headquarters, HSWL SC and field units, and processes to conduct program oversight. Directional course adjustments, on the other hand, involve ushering a significant shift, Coast Guard-wide, from a response, compliance-based to a proactive, prevention-based culture of safety.

Strategic goals and corresponding supporting strategies encompass central objectives and activities necessary to implement both program improvements and directional course adjustments. Seven strategic goals serve as the roadmap to align program strategies and guide the transformational change.

The following conceptual definitions are used for the terms strategic goals and strategies:

*Strategic Goals (SGs)* are the long-term goals that must be attained over the five-year span for CG-113 to successfully provide management and oversight of the Coast Guard's Safety and Environmental Health Program. SGs are presented as the highest outline categories (e.g., 1.0; 2.0; 3.0, etc). The CG-113 analysis team mapped each SG to Safety and Environmental Health policies, guidance, and other relevant documents to identify potential policy adjustments needed to support the strategic plan and necessary shifts in programmatic emphasis.

*Strategies* are the methods that will mediate the achievement of the SGs. Strategies are presented below each SG (e.g., 1.1; 1.1.1, etc.) and provide the directional course over the five-year span.

While the CG-113 analysis team agreed on the relevance and priority of the seven core SGs offered below, alignment of each strategic goal with CG-11, HSWL SC, and operational missions will continue to directly impact both content and priority of each SG.



**SG 1.0. *Provide direction and oversight for the Coast Guard's Safety and Environmental Health Program.***

SG 1.0 ensures that guidance, standards, resources, and oversight are available to establish, maintain, and sustain a robust Safety and Environmental Health Program.

- .1. Establish, develop, update, interpret and promulgate safety and environmental health policy, standards, and guidance for Coast Guard-wide implementation.
- .2. Compete for and obtain necessary resources for Coast Guard Safety and Environmental Health program promotion.
- .3. Standardize Safety and Environmental Health policy and programs to support the implementation of Safety Management System processes in CG Operations.
- .4. Mitigate the impact of Coast Guard capability gaps on performance and execution of the Coast Guard's Safety and Environmental Health program.
- .5. Provide Safety and Environmental Health oversight over other Coast Guard policies to assess safety aspects (e.g., MLEM).
- .6. Ensure timeliness of program regulatory and policy development and promulgation.

**SG 2.0. *Develop and establish proactive and progressive safety programs to identify and control operational hazards and risks.***

SG 2.0 directs the CG-113 program emphasis towards prevention with provision of concomitant necessary resources to support the initiative.

- .1. Ensure efficacy of programs that anticipate emerging operational risks of legacy and new operational missions, ensuring the reduction, mitigation, and/ or control of hazards before they pose a threat to the safety and health of Coast Guard personnel and/ or the public.
- .2. Identify technological, doctrinal, and personnel capacity improvements with the greatest potential to reduce, mitigate, and control hazards with the highest consequence for mission failure.

- .3. Establish and resource a risk reduction program that ensures timely and relevant risk management policy, programs and tools, and implementation oversight Coast Guard-wide.

***SG 3.0. Maintain and execute a business plan delineating specific program objectives and initiatives ensuring transparency and accountability.***

SG 3.0 prescribes necessary improvements in current business planning to ensure that resources shift to support mishap prevention initiatives.

- .1. Ensure alignment among functional statements, resources, strategic goals and initiatives.
- .2. Maintain vigilance over leading indicators revealing the efficacy of policy and programs.
- .3. Maintain vigilance over resource distribution to ensure alignment with strategic plan.

***SG 4.0. Ensure that CG-113 policy and programs effectively improve Coast Guard mission readiness and execution.***

SG 4.0 steers the program towards a data-driven program to monitor safety performance that ensures mission readiness and execution. Strategy 4.1 directs tracking of measures of performance (MOP) and ensures dissemination of findings to appropriate stakeholders. Strategy 4.2 directs timely intervention when risks to program success are identified.

- .1. Track program performance quarterly and report results to CG Safety and Environmental Health Council.
- .2. Execute program risk mitigation strategies in a timely manner.

## **SG 5.0. *Ensure effective internal and external communications.***

SG 5.0 prescribes necessary improvements in current program communication protocols.

- .1. Promote Coast Guard-wide awareness of CG-113 program activities.
- .2. Maintain up-to-date awareness of new and existing information needs of DHS, DCO, DCMS, CG-11, HSWL SC, and Coast Guard members at-large.
- .3. Maintain collegial and cooperative two-way communications with DHS, DCO, DCMS, CG-11, HSWL SC, Coast Guard operational leadership and members at-large.

## **SG 6.0. *Maintain a highly motivated, professionally competent and productive Safety and Environmental Health workforce.***

SG 6.0 supports current efforts to attract and maintain the Coast Guard Safety and Environmental Health program workforce, emphasizing the need to provide sufficient numbers of safety and health professionals and supporting operational safety personnel (e.g., Sector Safety Managers) to meet the Coast Guard's operational needs.

- .1. Foster work environments that encourage professionalism.
- .2. Standardize safety and health position descriptions and obtain resources to provide and sustain high caliber training for Safety and Environmental Health professionals and support staff throughout the Coast Guard.

## **SG 7.0. *Oversee and manage mishap investigations and analysis.***

SG 7.0 supports CG-113's current efforts for Commandant-level mishap analysis. Strategies 7.1 and 7.2 further specify CG-113's role in MAB activities.

- .1. Develop, update, and promulgate policy regarding mishap reporting, response, and analysis.
- .2. Direct and oversee the Coast Guard mishap analysis program and activities.