ESOH Management System
- Focusing on Asset Management

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Overview

- Historical Perspective
- Management Systems
- Workforce as an Asset
- Creating a Management Standard
- Pilot Project
- Way Ahead
Workforce History

- Agrarian to Industrial Society
  - Workforce viewed as an easily replaceable commodity
  - Major industrial accidents/incidents
- Development of Legislative and Administrative Law
  - Unions
  - Child Labor Laws
  - Limitation of Hours
  - Wage Guarantees
  - Safety & Health
- Why? – Because Values Change
Managing consequences has been the focus of workforce management

- Current performance metrics are lagging indicators
  - Focused on injuries, fatalities, and lost workdays
  - Investigations identify who or what failed
  - Limited ability to build business case for investment

- Does not provide knowledge to manage assets
  - Dependent on extensive epidemiologic study of mishap histories
Historical Result

- Underestimated Risk to Resource Supply and Capability
  - Loss of access to necessary resources
  - Increased operational costs/work-arounds

- Institutionalized Reactive Budgeting
  - Level 0, 1, RACs are primary basis for funding
  - Makes external agents de facto managers of our assets

- Can Cause
  - Encroachment
  - Lost productivity
The Operationally-Driven ESOH Management System

Operational Requirements

Resource Base

Workforce

Natural Infrastructure

Quantified Resource Capacity/Capability/Value

Readiness Reporting Tools

Do resources meet current/future operational needs?

Manage & Reduce Risk

Sustain, Restore & Modernize

Sustain & Restore

YES

NO
ESOHMS KEY COMPONENTS

- Policy
- Planning
- Implementation & Operation
- Knowledge Management
- Checking & Corrective action
- Management Review

Mission
Management Information System

- Computer System That Stores ESOH Data
- Aids ESOH Professionals in Converting Data Into Information
- Aids in Translating Information to Knowledge that can be provided to commanders

Diagram showing various systems and metrics related to ESOH.
Workforce as an Asset

- Workforce Availability could be a leading indicator of mission capability
- USAF workforce is too technically-oriented and skilled (read valuable and costly) to focus only on consequence management
- Workforce management must include a sustain, restore & modernize investment strategy already successfully used to manage the natural and built infrastructure
- Supervisors need to focus on workforce availability to perform mission which is influenced by
  - Work Environment
  - Work Process
  - Changing Regulatory Environment
  - Workforce Demographics
Assessing Workforce Availability

- USAF Civilian Man-hour Availability Factor (MAF)
  - MAF = (Assigned Time (AT) – Non-Available Time)/AT
  - Average monthly assigned time = 167.3 hours
  - Average monthly Non-Available Time = 23.9 hours
    - Ordinary Leave
    - Sick Leave
    - Special Absences (taking exams, voting, jury duty, etc.)
    - Training
  - Sets standard at 85.7% availability
Assessing Workforce Availability

- Standard MAF does not account for reduced workforce availability due to:
  - Occupational injury or illness
  - Donning/doffing/cleaning personal protective equipment (PPE)
  - Time limitations wearing PPE
  - Medical surveillance
- An actual MAF can be calculated for an organization when additional limitations on availability are taken into account
Workforce (WF) Availability

- Routine surveillance (sustain, restore)
- Special surveillance (restore, modernize)

Graph showing workforce availability over time.
Pilot Project

- Assessing Workforce Availability at Warner Robins Air Logistics Center
  - Large workforce populations
  - Extensive time accounting system
    - Depot Maintenance Accounting and Production System (DMAPS)
  - Exploring capability to document non-available time using existing data systems
  - Preliminary results due in Oct 05.
WAY AHEAD

- Continue AF ESOHMS Implementation
  - Complete AF instructions on ESOHMS

- Complete workforce availability assessment and facilitate further development

- Keep other Services and Agencies apprised of our development efforts

- Continue to cooperate with OSD on developing management system policy and incorporate into appropriate DoD issuances