

DoD EXPLOSIVES SAFETY BOARD STRATEGIC PLAN 2007 - 2012

Commissioner Robert L. ...

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MISSION

To develop, implement, execute, and oversee the DoD Explosives Safety Management Program (ESMP) to enhance force protection and asset preservation in a way that ensures the Department's vital warfighting capabilities.

VISION

No military munitions accidents or mishaps throughout the life cycle.

STRATEGIC GOALS

- 1. Capitalize DDESB Human Infrastructure*
 - 2. Transform the DDESB to effectively support the DoD mission*
 - 3. Optimize Explosives Safety Management Processes*
-
-



DoD EXPLOSIVES SAFETY BOARD

2461 Eisenhower Avenue
Hoffman 1, Room 856-C
Alexandria, VA 22311-0600

Message from the Executive Director and Chairman, DoD Explosives Safety Board

Military munitions provide one of the most critical warfighting capabilities of the U. S. Department of Defense (DoD). Without safe storage, transport, and employment, military munitions can instantly revert from an asset to a DoD liability. Potential catastrophic events include loss of life, property, and degradation of strategic and operational readiness to our joint warfighting mission. Military munitions, by their intrinsic explosive nature, require constant attention and special care. We can never afford to lose sight of this fact. If we do, we should be prepared for the inevitable consequences.

Sound explosives safety management protects people, facilities, equipment, and the environment from potential adverse effects. The DDESB enables the DoD to fully execute the National Military Strategy in support of the President's National Security Strategy.

As organizational leader, I oversee explosives safety management for the Office of the Secretary of Defense (OSD), through the Under Secretary of Defense for Acquisition Technology and Logistics, and

the Deputy Under Secretary of Defense for Installations and Environment (USD AT&L, (I&E)). The DoD Explosives Safety Management Program (ESMP) includes five elements -- policies, procedures, standards, engineering, and resources. The ESMP's purpose is to reduce the probability and consequences of mishaps involving DoD military munitions; to protect people, property, and the environment, while sustaining operational capabilities and readiness.

As the world's leader in explosives safety management, DDESB believes it is essential to develop and implement a progressive strategic plan to transform our work to benefit customers, strategic partners and stakeholders.

The DoD Explosives Safety Strategic Plan articulates how we will accomplish transformative goals, objectives, and implementing actions for the next 5 years. We plan to:

1. Capitalize DDESB Human Infrastructure
2. Transform the DDESB to Effectively Support the DoD Mission, and
3. Optimize Explosives Safety Management Processes.

The strategic plan *guides* our efforts for organizational transformation through 2012. This plan also describes our evolving role for the future, including how ESMP may preserve assets and strategically enhance force protection. Specific priorities will be executed to realize a compliant and effective explosives safety culture. And a framework for stakeholder input and collaborative partnering will be put into place as well to maximize efforts.

Implementing the DoD Explosives Safety Strategic Plan is the responsibility of the Executive Director and Chairman of DoD Explosives Safety Board, his staff, the Board Members, as well as the Services, and



Figure 1. DoD Explosives Safety Strategic Plan and Process

Combatant Commanders. Although not required by law, our plan meets the strategic planning intent and requirements established in the Government Performance and Results Act of 1993.

Appendix A provides our goals, objectives, and implementing actions to successfully accomplish the goals. Further, the implementing actions will help measure achievement of specific goals and to recognize where adjustments are needed to improve results. Finally, this plan communicates to all strategic stakeholders including the DDESB leadership and staff key priorities to ensure our collective efforts maintain a safe and effective fighting force. The DDESB's goals and objectives will be reviewed triennially, while supporting objectives and implementing actions will be reviewed and published annually.

You are encouraged to thoroughly review and support the explosives safety goals outlined in this plan and help sustain our vital warfighting capabilities. I also look forward to working with all of our

stakeholders to accomplish our goals and objectives in support of the Department's Explosives Safety Management Program.

We all have a stake in explosives safety. Collectively, we can make a meaningful difference for the Department's future explosives safety posture. It is imperative that we remain proactively engaged at ALL levels of organizational leadership to ensure we realize a fully compliant and effective explosives safety culture within the Department.

I welcome any comments you may have to help improve this document and ensure the safety and effectiveness of our warfighting capabilities.

Curtis M. Bowling
Acting Executive Director and Chairman,
DoD Explosives Safety Board

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DoD Explosives Safety Strategic Plan 2007–2012

THE DOD EXPLOSIVES SAFETY STRATEGIC PLAN

This plan represents the final link in the chain that starts with the President and runs through the Secretary of Defense, the Deputy Under Secretary, the Undersecretary, to ultimately in our case, the Executive Director and Chairman of the Explosives Safety Board for implementation and oversight. The chain emphasizes senior leadership responsibilities to develop and execute goals that support the President's and the Secretary's National Security mission, while transforming to meet current and future challenges.

Explosives safety management enables the joint warfighter to more effectively execute the mission, conserve resources, and maximize operational effectiveness. Unfortunately, in many instances, explosives safety does not receive the level of planning and management attention commensurate with the potential negative impact to the warfighters from the unintended consequences of mishaps involving military munitions.

Our plan is designed to affect a culture change and transition explosives safety management to an essential element in all aspects involving military munitions.

THE DDESB TODAY AND IN THE FUTURE

Military munitions are both essential assets vital to national security and potential liabilities when not

aggressively managed. As the result of the Lake Denmark Naval Ammunition Storage facility explosion in 1926, Congress created the Ammunition Storage Board in 1928. This predecessor to today's DoD Explosives Safety Board (DDESB) was empowered to protect the public, military, and valuable government property from the unintentional consequences of military munitions explosions and fires.

Organization. The DDESB consists of the Executive Director and Chairman, the Staff, and four voting Board members from the military Services. Together, the Executive Director, Chairman, Staff, and voting Board members shape the explosives safety landscape, develop and implement the ESMP, and ensure harmonization with the joint warfighting requirements and mission.

The Executive Director and Chairman of the Board leads the organization with strategic input from the Board and is also responsible for external relations with strategic partners such as the explosives safety community, COCOMs, and other federal and state agencies. The Executive Director and Chairman in coordination with the DDESB Staff and voting Board members from the Services' must operationalize explosives safety requirements and ensure that Components' comply with the DoD's ESMP. *Operationalizing* explosives safety means that the DDESB proactively engages and integrates explosives safety tenets, risk identification and mitigation when sustainable into every facet of the

DoD Explosives Safety Strategic Plan 2007–2012

munitions lifecycle to include: R&D, manufacturing, transport, use, storage, demilitarization, and munitions responses through policy development, practices, R&D, oversight, and resource allocation.

The DDESB Staff consists of full-time civil servants and a military representative (MILREP) from each of the four Services. The thirty person staff is organized into three divisions that execute the ESMP daily. These divisions are: Transformation and Business Operations, Program Evaluation, and Policy Development.

The four voting Board Members from the Services are appointed by their respective Secretaries with the authority to vote on behalf of their Services concerning explosives safety matters. Voting Board Members typically lead their Services' explosives safety programs and provide senior leadership, guidance, and recommendations to the DDESB Executive Director, Chairman and Staff on policy, technical, and operational issues.

DDESB BACKGROUND AND BRIEF HISTORY

Since the DDESB's 1928 creation, the DoD has undergone significant changes. Between World War I and World War II, the U.S. transitioned from a nation that maintained few stockpiles of munitions for war to one in a near constant state of readiness requiring mobilized ammunition assets for rapid deployment. The application of 20th century science to achieve political and

military objectives forced the U.S. to realize that the oceans around North America no longer afforded the protection once offered from potential enemies. Consequently, the U.S. changed its approach and doctrine to defending the nation and its interests. Technological developments in the military munitions arena also have significantly influenced munitions development and the infrastructure support required to ensure safe practices.

At times the DDESB's operating practices and staffing have not always kept pace with new developments or the changing operational environment. For example, when Congress created the Board in 1928, the DoD had 35 U.S. and internationally-based munitions-related facilities (storage, manufacturing, testing or combinations thereof). Today, 642 DoD facilities have munitions-related functions. And in the earlier years, because the military Services did not have separate explosives safety programs, the DDESB conducted explosives safety surveys of individual munitions-related facilities. The DDESB individually surveying each installation is only one example of a business practice that is being fully evaluated and harmonized to ensure relevance to the DoD mission and current operational requirements.

Today's DDESB is responsible for developing, implementing and overseeing the DoD ESMP as directed in DoD Directive 6055.9E¹ of 19 August

¹ DoD Directive 6055.9E, Aug. 19 2005, *Explosives Safety Management and the DoD Explosives Safety Board*.

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2005. The Directive defines explosives safety management² as, *a cost-effective risk management process, including policies, procedures, standards, engineering, and resources, that address potential probabilities and consequences of mishaps involving DoD military munitions to sustain operational capabilities and readiness and to protect people, property, and the environment.*

EXPLOSIVES SAFETY MANAGEMENT PROGRAM

The ESMP's purpose is to reduce the probability and consequences of mishaps involving DoD military munitions and to protect people, property, and the environment while sustaining operational capabilities and readiness.

Today's DDESB focuses on adapting to changes in the employment of our forces while enhancing explosives safety throughout the Department. The DDESB seeks to enhance force protection and enhance joint warfighting capability by providing value added technical explosives safety management oversight and services.

Further, we envision an ESMP that embraces new technologies and doctrine which enhances mission effectiveness through asset preservation, force protection, and risk management.

The ESMP is executed by the Executive Director and Chairman, in

² Ibid. Page 2.

collaboration with the Board members and staff, who:

- **Advise annually the OSD and Component leadership, and other strategic partners about ESMP progress and challenges.**
- **Develop and maintain DoD's explosives safety requirements and institutionalize compliance, or monitor deviations.**
- **Recommend ESMP objectives, priorities, and metrics.**
- **Identify and elevate ESMP technology requirements for programming consideration.**

Accomplishing the three key strategic goals through the thirteen objectives and implementing actions will guide the DDESB in fulfilling its mission and vision.

MISSION

To develop, implement, execute, and oversee the DoD Explosives Safety Management Program (ESMP) to enhance force protection and asset preservation in a way that ensures the Department's vital warfighting capabilities.

VISION

No military munitions accidents or mishaps throughout the life cycle.

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STRATEGIC GOALS

- 1. Capitalize DDESB Human Infrastructure**
- 2. Transform the DDESB to effectively support the DoD mission**
- 3. Optimize Explosives Safety Management Processes**

STRATEGIC GOAL 1. CAPITALIZE DDESB HUMAN INFRASTRUCTURE

The collection of civilian and military DDESB personnel, competencies, and skills combine to form a highly effective, team-based organization. Since DDESB's mission is fundamentally a human endeavor, it is imperative that we invest in human capital for the future and align our skills and competencies in a way that most effectively supports the mission. Achieving this goal requires execution of the implementation actions contained in Appendix A.

GOAL 1 OBJECTIVES

1. Support DoD's (AT&L's and I&E's) human capital strategic goals. Achieving and maintaining professional competence requires the right marriage of skills and talents, coupled with a reward system geared to accomplishing the organization's mission. This objective and the implementing actions support the National Strategic Personnel System to effectively manage human capital resources and identify personnel requirements.

2. Build leadership continuity.

Throughout its eighty year history, the chairman's tenure at DDESB has averaged little more than two years. Research³ concerning the tenure of senior leaders in the military conducted at the request of the Secretary of Defense and Congress, reveals that organizations realize the benefits from leaders' experience and organizational understanding after a minimum of four years. This objective aims to optimize the DDESB's leadership.

3. Optimize DDESB's internal organizational structure.

Transforming the DDESB requires defining core functions, as well as evaluating and modifying business processes. To support these changes requires adequate human capital infrastructure to achieve all the defined goals and objectives within this plan. While the DDESB mission has grown since its creation in 1928, the number of personnel at the DDESB has remained relatively constant for almost a quarter of a century. Aligning military and civilian personnel to specific tasks and processes that enhance the DDESB mission will further optimize our organization and improve effectiveness. This objective seeks to match business processes with the right skill sets and determine the optimal organizational structure based on the anticipated future ESMP environment.

³ Aligning the Stars: Improvements to General and Flag Officer Management. Rand National Defense Research Institute. Copyright 2004. Margaret Harrell, PhD.

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4. Create conditions that foster creativity and critical thinking. An organization's productivity is directly and inextricably linked to the organizational atmosphere. That atmosphere, positive or negative, impacts and permeates every facet of the organization. In order to be an asset to the organization the atmosphere, or culture, must be aligned with key strategic objectives. Positive working conditions lead to positive results. This objective recognizes the value of creative and critical thinking to ensure strategic resilience and the ability to detect and act on emerging trends. This forward-leaning approach will sustain the organization, ensure its relevance, and add value to the Combatant Commands and Component explosives safety management missions.

STRATEGIC GOAL 2. **TRANSFORM THE DDESB TO** **EFFECTIVELY SUPPORT** **THE DOD MISSION**

At the heart of this goal is the National Security Strategy's direction to transform the military and continuously evaluate processes, practices, and assumptions to counter emerging threats and defend the United States by staying engaged and proactive.

"Strategic resilience is not about responding to a one-time crisis. It's not about rebounding from a setback. It's about continuously anticipating and adjusting to deep secular trends that can permanently impair [the core competency]. It's about having the

capacity to change before the case for change becomes desperately obvious.⁴"

Strategic resilience seeks to capture and ingrain the intent behind transformation and strategic planning by cultivating change, questioning processes, embracing variety, and providing resources to examine emerging technologies and concepts. As the world's explosives safety leader, it is imperative that the DDESB not only avoid strategic decay and the use of transformation and strategic planning tools as crutches or "buzz-words", but continue to explore every reasonable concept, operating practice, and technological innovation to enhance explosives safety throughout the military munitions lifecycle.

Achieving this goal requires execution of the implementation actions listed in Appendix A.

GOAL 2 OBJECTIVES

1. Effectively Communicate DDESB mission and the value added to the Components⁵ mission. Although it may be intuitively obvious that military munitions require adequate safety precautions to prevent them from causing unintended catastrophic damages, *how* to integrate

⁴ *The Quest for Resilience*, Hamel and Välikangas, Harvard Business Review, On Point Winter 2005. Pg's 71-72.

⁵ Component refers to: OSD, the Military Departments and Services, the Executive Director / Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all organizational entities in the DoD.

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explosives safety into the DoD mission presents an entirely different challenge. Demystifying and operationalizing explosives safety requires a clearly articulated message, starting with a strategic plan and extending to every piece of correspondence and actions. Further, we must deliver this message consistently to our core customers and stakeholders and ensure quality service and competent expertise.

2. Engage appropriate communities of interest to ensure consideration and incorporation of explosives safety requirements.

Explosives safety affects all parts of the military munitions life cycle; from the acquisition process through ultimately use and demilitarization. The purpose of this objective is to incorporate explosives safety considerations, requirements, and applicable processes into every aspect of a munition's life cycle and to evolve an explosives safety cultural awareness of risk and properly managing these risks at the appropriate levels of leadership. Is the latest and most relevant explosives safety science and technology being considered for a new weapon system? Does the hazard classification process accurately assess and address the risk for transportation and storage? Do we have the right tools for the commanding officer to determine and understand the risks associated with his decision from an explosives safety perspective? Are explosives safety requirements addressed in munitions responses and are we providing the right support to the environmental community? These are some of the questions that this objective seeks to answer. To accomplish this objective

will require we engage all appropriate communities of interest.

3. Develop and implement a Knowledge Management (KM) plan to optimize explosives safety management. Supporting the DDESB, the explosives safety community, and the joint operating forces requires a comprehensive knowledge management plan. The KM Plan will address future processes and the role that information and information technology will play in these processes. The KM Plan will capture the role that systems play and how these affect the DDESB business environment. This effort will address future needs for software, hardware, and expected staff functions.

The plan will also establish key elements that impact the DDESB's business and standardize these data elements, establish data element owners, and define the future of the data elements. This effort is instrumental in reducing response times while improving the quality of information the DDESB provides to its customers. The plan once implemented will become the DDESB KM Portal which will facilitate navigation through the increasing amount of available technical information and provide complete, appropriate, and defensible explosives safety technical and business decisions. The DDESB KM Portal will have four functional divisions designed to maximize the value added by an effective explosives safety management program. The functional divisions include: 1) Tools 2) Collaborative Environments 3) Technical Library and Historical Archives, and 4) Metrics.

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4. Develop risk-based methods for all aspects of explosives safety management. The identification and management of risk are essential elements of modern explosives safety management and virtually every part of military operations involving munitions. By developing and applying specific risk-based methods for all aspects of explosives safety management, the tools and methods will be available to understand and balance explosives safety risks with other operational requirements and constraints.

5. Prioritize and support strategic partnerships within the explosives safety community. Today's strategic environment has almost immeasurable opportunities to partner with departments, agencies, interest groups, and others that may have direct or indirect applicability and significance to the DDESB mission. Accurately selecting and effectively engaging these groups will ensure two things: 1) Resources are applied to optimize the DDESB mission, and 2) The organizational focus required to succeed in today's complex environment is maintained.

STRATEGIC GOAL 3. OPTIMIZE EXPLOSIVES SAFETY PROCESSES

The DDESB mission has evolved significantly during its eighty year history. To be effective, we must integrate the explosives safety management and culture into every facet of the military munitions life cycle. Once all the pieces of this goal are in

place the DDESB will have a complete ESMP. To become truly effective and obtain buy-in, the DDESB must develop and validate the ESMP with the Components throughout the entire process. Achieving this goal requires execution of the implementation actions listed in Appendix A.

GOAL 3 OBJECTIVES

1. Identify and define ESMP elements and validate DDESB core functions. Heretofore, the DDESB mission, and subsequently its business processes and core functions evolved from a storage-centric Board to what is now a military munitions life-cycle approach. To effectively support the COCOMS and the Components requires an ESMP. As the DoD's responsible agent for the ESMP, the DDESB in coordination with the Components must clearly identify and define all of the elements of the ESMP. Building the ESMP involves program element identification and developing the requirements for each element. Once developed, the ESMP will be captured in a DoD explosives safety instruction. Developing the explosives safety instruction will also validate the DDESB's core functions and demonstrate areas that need to change.

2. Evaluate and update DDESB's internal practices and procedures. The Under Secretary of Defense for AT&L is charged with examining and transforming its business processes to effectively support the joint warfighter, as well as conduct the DoD's business. To realize this business responsibility, the DDESB needs to closely examine

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every practice and procedure, and be a catalyst for change. We plan to discard antiquated ways, processes and procedures; revitalize stale ones, and adopt new ways of doing business. These transformative activities will help ensure strategic resilience and proper integration to obtain true value in explosives safety management.

This objective is essential to transform the DDESB and will widely impact other objectives in this goal.

3. Develop and implement DDESB resource management plan.

Historically, DDESB fiscal support has come piecemeal from many sources in ways that hindered long-term planning. To successfully transform the culture and ensure long-term relevance, the DDESB must ensure that explosives safety requirements are recognized, communicated, and incorporated into the Department's Program Objective Memorandum (POM) process and ensure the long-term viability and sustainability of the program. This objective recognizes the significance of available funding sources (e.g. operations and maintenance, research, development, test, and evaluation, year-end funds, reimbursable expenses under the Economy Act provisions, and other available sources) and seeks to maximize the benefit of each as it relates to accomplishing specific tasks that support this strategic plan's goals.

4. Develop Component-level compliance program and assess compliance with DoD explosives safety management program requirements. Primarily as the result

of tradition, heretofore the DDESB evaluated installations while largely leaving the Component's explosives safety centers unexamined. It is difficult to fairly and accurately evaluate and assess compliance among installations and Components without having the benefit of mutually-agreed upon standards of excellence and consistent compliance reviews. Therefore, with the Components we will develop program-level compliance requirements and criteria for evaluation that meet DoD ESMP tenets and requirements.

Once developed, we will determine programmatic-level compliance while periodically visiting areas of strategic interest. Developing the ESMP in a joint collaborative approach will establish the programmatic requirements by which the Components will be evaluated in the future.

MEASURING PERFORMANCE—RELATING GOALS TO ANNUAL PERFORMANCE

Are we achieving our strategic goals? Have we accomplished what we planned, and are we achieving the intended results? To ensure the plan's relevance and effectiveness requires measuring our progress and routinely assessing our performance and accomplishments to determine if we are meeting our goals. DDESB's strategic "architecture"—the goals, objectives, and implementing actions used to plan work, develop budgets, and account for resources—is also designed to track performance.

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Appendix D provides annual report information which details progress of performance and updates implementing actions and objectives.

THE FUTURE...

The Goldwater-Nichols Department of Defense Reorganization Act of 1986,ⁱ caused a major defense reorganization, the most significant since the National Security Act of 1947. Operational authority was centralized through the Chairman of the Joint Chiefs of Staff as opposed to the service chiefs. The Chairman was designated as the principal military advisor to the President, National Security Council, and the Secretary of Defense. The act established the position of vice-Executive Director / Chairman and streamlined the operational chain of command from the President to the Secretary of Defense to the Combatant Commanders.

To effectively support the COCOMS and Components, the DDESB, through the military representatives will engage and work with the Components to look for new ways to ensure explosives safety tenets and requirements are incorporated in every aspect involving military munitions. In addition to increased joint-interoperability, the DDESB is exploring ways to increase effectiveness through interagency coordination. Although explosives safety is primarily a DoD function, the DDESB will continue exploring ways to support external Departments and Agencies in mutually beneficial arrangements.

CONCLUSION

The DDESB's strategic environment is highly dynamic and constantly evolving. This plan is designed to anticipate and meet current and future challenges and to integrate explosives safety throughout the DoD culture. Operationalizing explosives safety requires the DDESB to integrate explosives safety tenets and requirements throughout the military munitions life cycle and actively engage the COCOMs, military Services, and other strategic stakeholders. Integrating an effective ESMP throughout the DoD will result in increased operational effectiveness, conservation of resources, and saved lives. We look forward to implementing this plan and welcome any comments to improve explosives safety throughout the DoD.

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APPENDIX A – DoD EXPLOSIVES SAFETY STRATEGIC GOALS, OBJECTIVES AND IMPLEMENTING ACTIONS

STRATEGIC GOAL 1. CAPITALIZE DDESB HUMAN INFRASTRUCTURE			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
1. Support DoD's (AT&L and I&E's) human capital strategic goals	1.1.1. Implement National Security Personnel System (NSPS) by transitioning DDESB civil servants into NSPS spiral 1.3.	TBO lead; PD & PE supporting	2007 per Department of the Army guidance and direction
	1.1.2. Determine and communicate DDESB's human capital requirements required to accomplish the mission.	TBO lead; PD & PE supporting	2007
2. Build leadership continuity	1.2.1. Convert the Chairman to an Executive Director and Chairman of the DDESB to execute the DDESB's mission.	Chairman lead	2007
3. Optimize DDESB's internal organizational structure	1.3.1. Review and recommend changes to DDESB's organizational structure for improved effectiveness.	TBO lead; PE, PD, & MILREPs supporting	2007
	1.3.2. Develop process and coordinate with the Services to ensure qualified military personnel staff DDESB military representative positions.	Executive Director and Chairman lead; MILREPs & TBO supporting	Assigning qualified military representatives is continuous
	1.3.3. Develop DDESB position requirements for the MILREPs.	Executive Director and Chairman	2007
	1.3.4. Attract, hire, and retain the best people.	Executive Director and Chairman lead; MILREPs & TBO supporting	Continuous

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 1. CAPITALIZE DDESB HUMAN INFRASTRUCTURE			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
3. Optimize DDESB's internal organizational structure (Cont'd)	1.3.5. Train staff to execute the DDESB mission by focusing on core functions.	Executive Director and Chairman lead; MILREPs & TBO supporting	Continuous
	1.3.5.1. MILREPs attend Component's explosives safety training courses.	MILREPs	Complete subject courses within 12 months of assignment to the DDESB
4. Create conditions that foster creativity and critical thinking	1.4.1. Acquire and provide the tools and resources to develop and maintain required skills to meet emerging challenges and requirements.	Executive Director and Chairman lead; MILREPs, PD, PE, TBO and Board Members supporting	Continuous
	1.4.2. Conduct a culture audit. Develop and implement a culture action plan to ensure culture is aligned with strategic objectives and effectively fosters creativity and critical thinking.	Executive Director and Chairman lead; MILREPs, PD, PE, TBO and Board Members supporting	End of FY 07

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 2. Transform The DDESB To Effectively Support The DOD Mission			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
1. Effectively Communicate DDESB mission and the value added to the Components' mission	2.1.1 Continue to engage and develop relationships with Joint Chiefs of Staff and Combatant Commands and other DoD Components to communicate DDESB roles, responsibilities, and services per DoDD 6055.9E.	Executive Director and Chairman lead; MILREPs, PD, PE, TBO and Board Members supporting	2007
	2.1.2. Provide information in required medium (e.g., transformation briefings and office memos) to communicate DDESB roles, responsibilities, and services as required.	Executive Director and Chairman lead; MILREPs, PD, PE, TBO and Board Members supporting	Continuous
	2.1.3. Provide annual explosives safety report to OSD and Component leadership.	Executive Director and Chairman lead; MILREPs, PD, PE, TBO and Board Members supporting	Annually by December
2. Engage appropriate communities of interest to ensure consideration and incorporation of explosives safety requirements	2.2.1. Identify and engage appropriate communities of interest.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	Continuous

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 2. Transform The DDESB To Effectively Support The DOD Mission			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
2. Engage appropriate communities of interest to ensure consideration and incorporation of explosives safety requirements (Cont'd)	2.2.2. Partner with DoD acquisition community to incorporate explosives safety requirements early in the acquisition process.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	Continuous
	2.2.2.1. Engage acquisition and R&D communities to incorporate explosives safety requirements into emerging weapons technologies and appropriate infrastructure for the entire life cycle.	PD lead	Continuous
	2.2.3. Evaluate the DoD rebasing and BRAC joint basing initiatives to determine explosives safety issues.	PE lead; Executive Director, Chairman, MILREPs, PD, TBO and Board Members supporting	2008
	2.2.4. Recommend explosives safety solutions to the DoD rebasing and BRAC joint basing initiatives that enhance operational effectiveness early in the process.	PE lead; Executive Director, Chairman, MILREPs, PD, TBO and Board Members supporting	Continuous

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 2. Transform The DDESB To Effectively Support The DOD Mission			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
2. Engage appropriate communities of interest to ensure consideration and incorporation of explosives safety requirements (Cont'd)	2.2.5. Partner with OSD to ensure explosives safety requirements are incorporated when appropriate into Environment, Safety, and Occupational Health (ESOH) initiatives.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	Continuous
	2.2.6. Provide explosives safety support for DoD's international initiatives.	PD/PE lead as appropriate; Executive Director, Chairman, MILREPs, TBO and Board Members supporting	Continuous
	2.2.7. Identify risks and recommend potential explosives safety solutions to Services considering alternative uses of installation property where military munitions may have been employed.	PE lead	Continuous
3. Develop and implement Knowledge Management Plan to optimize explosives safety management	2.3.1. Develop Knowledge Management Plan.	TBO lead	2007

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 2. Transform The DDESB To Effectively Support The DOD Mission			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
3. Develop and implement Knowledge Management Plan to optimize explosives safety management (Cont'd)	2.3.2. Acquire resources to execute DDESB Knowledge Management Portal to provide explosives safety management tools, archive and retrieve data, and track effectiveness and collaborate in a web-centric environment.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	Continuous
	2.3.3. Implement DDESB Knowledge Management Portal to optimize explosives safety management.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007
	2.3.3.1. Digitize and organize information to optimize explosives safety management.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	Historical - 2008, current - continuous
	2.3.3.2. Automate where possible budgeting, planning and execution processes.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 2. Transform The DDESB To Effectively Support The DOD Mission			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
3. Develop and implement Knowledge Management Plan to optimize explosives safety management (Cont'd)	2.3.3.3. Support automated Explosives Safety Siting (ESS).	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007
	2.3.3.3.1. Technically manage ESS.	PD lead; PE supporting	Continuous
4. Develop risk-based methods for all aspects of explosives safety management	2.4.1. Acquire resources to develop risk-based tools for explosives safety site planning and risk assessments.	TBO lead	2008
	2.4.2. Develop risk-based approach and tools for explosives safety site planning and risk assessments.	PD lead; PE supporting	2009
	2.4.3. Incorporate risk-based approach and tools for explosives safety site planning and risk assessments into DDESB standard and instruction.	PD lead	2010
	2.4.4. Refine risk-based approach, tools, and criteria, and modify DDESB standards as required.	PD lead	Continuous

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 2. Transform The DDESB To Effectively Support The DOD Mission			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
5. Prioritize and support strategic partnerships within the explosives community	2.5.1. Assess all DDESB partnerships, working groups, and external commitments to determine return on investment and identify resource requirements.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	Continuous
	2.5.2. Coordinate with explosives community to maintain situational awareness of initiatives that could benefit from DDESB involvement and ensure DDESB is aware of initiatives that could benefit the DDESB.	PD or PE lead as appropriate	Continuous
	2.5.3. Support, through resource allocation, partnerships, working groups, and external commitments in a way that optimizes the DDESB's mission.	PD or PE lead as appropriate	Continuous

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 3. Optimize Explosives Safety Processes			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
1. Identify and define the ESMP elements and validate DDESB core functions	3.1.1. Visit Services' explosives safety centers to understand how each service implements DoDD 6055.9E and DoD 6055.9-STD.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007
	3.1.2. Identify ESMP elements via a DDESB chartered joint working group comprised of Component Subject Matter Experts.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007
	3.1.2.1. Develop DoD Explosives Safety Management Program Instruction.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE, TBO and Board Members supporting	2007
	3.1.3. Validate DDESB's core functions.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 3. Optimize Explosives Safety Processes			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
2. Evaluate and update DDESB's internal practices and procedures	3.2.1. Document all current processes and improve/standardize those processes.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2009
	3.2.2. Capture and communicate processes in appropriate DoD medium (e.g. DoDD, DoDI, Standard, memo, etc.).	PD lead; TBO supporting	Continuous
	3.2.3. Update explosives safety criteria in the DoD 6055.9-STD.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	2007
	3.2.4. Baseline NATO explosives safety standards against DoD 6055.9-STD to determine potential gaps that require further action.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	Continuous
	3.2.5. Develop improved hazard classification protocols and adjust DDESB procedures as required.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	2008

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 3. Optimize Explosives Safety Processes			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
2. Evaluate and update DDESB's internal practices and procedures (Cont'd)	3.2.6. Update DDESB protective construction design requirements and communicate to explosives safety community of interest.	PD lead; Executive Director, Chairman, MILREPs, PE, TBO and Board Members supporting	2007
	3.2.7. Conduct accident trend analysis, and identify necessary changes to the standards.	PD lead	2007
3. Develop and implement DDESB resource management plan	3.3.1. Develop and coordinate DDESB OMA, RDT&E requirements for incorporation into DoD POM cycle.	TBO lead	Annually
	3.3.2. Develop and coordinate DDESB Contractor Advisory Assistance Support (CAAS) requirements for annual OSD (I&E) consideration.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	Continuous
	3.3.3. Implement and monitor DDESB OMA, RDT&E and CAAS programs execution.	TBO or PD lead as appropriate; all supporting	Continuous
	3.3.4. Develop methods to acquire and execute year-end funds.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 3. Optimize Explosives Safety Processes			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
3. Develop and implement DDESB resource management plan (Cont'd)	3.3.5. Coordinate with Components as appropriate to obtain maximum resource leverage.	TBO lead	2007
	3.3.6. Establish DDESB prioritization protocol for any year-end funds acquired.	TBO lead; Executive Director, Chairman, MILREPs, PD, PE and Board Members supporting	2007
	3.3.7. Develop and implement process for acquiring resources from non-core stakeholders in exchange for explosives safety technical services.	TBO lead	2007
4. Develop component-level compliance program and assess against DoD explosives safety management program requirements	3.4.1. Baseline Components' explosives safety management program requirements and regulations to assist in development of DoD Explosives Safety Management Program requirements.	TBO lead; PE supporting	2007

Appendix A. DoD Explosives Safety Strategic Goals, Objectives and Implementing Actions

STRATEGIC GOAL 3. Optimize Explosives Safety Processes			
Objectives	Implementing Actions	DDESB Process Owner	Performance Target (End Of Cy)
4. Develop component-level compliance program and assess against DoD explosives safety management program requirements (Cont'd)	3.4.2. Develop component-level explosives safety evaluation program in coordination with component explosives safety stakeholders.	PE lead; Executive Director, Chairman, MILREPs, PD, TBO and Board Members supporting	2008
	3.4.3. Implement component-level explosives safety evaluation program.	PE lead	Continuous after 2008
	3.4.4. Monitor compliance with component-level explosives safety evaluation program.	PE lead	Continuous after 2008
	3.4.5. Conduct trend analysis based on component-level explosives safety evaluation results.	PE lead	Continuous after 2008
	3.4.6. Maintain and improve explosives safety evaluation program requirements.	PE lead	2008
	3.4.7. Validate explosives safety submission process in conjunction with component explosives safety stakeholders.	PE lead	2007
	3.4.8. Implement required changes to the explosives safety submission process in conjunction with component explosives safety stakeholders.	PE lead	2007
	3.4.9. Review for approval explosives safety submission process component explosives safety submissions.	PE lead	Continuous after 2007

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Appendix B. Transformation and Strategic Planning: From NSS to DoD Explosives Safety Strategic Plan

**APPENDIX B –
TRANSFORMATION AND
STRATEGIC PLANNING
FROM NSS TO DOD
EXPLOSIVES SAFETY
STRATEGIC PLAN**

**HOW “TRANSFORMATION”
APPLIES TO THE DDESB**

The President, through the 2006 National Security Strategy, identifies the need to “...*Transform America’s National Security Institutions to Meet the Challenges and Opportunities of the Twenty-First Century...*”

The 2006 Quadrennial Defense Reviewⁱⁱ details how the DoD will continue to adapt and build to meet new challenges and ultimately meet the NSS’s transformation goal.⁶ Specifically, the DoD is pursuing a future force that will provide tailored deterrence of both state and non-state threats (including WEAPONS OF MASS DESTRUCTION employment, terrorist attacks in the physical and information domains, and opportunistic aggression) while assuring allies and dissuading potential competitors. The DoD is also expanding Special Operations Force capabilities and investing in advanced conventional weaponry to defeat our enemies and dissuade others from challenging the United States, its allies, and partners.

DOD TRANSFORMATION

To meet the President’s DoD transformation goal for national security institutions, the Secretary of Defense issued

⁶ This section excerpted directly from the 2006 National Security Strategy, pages 42-43.

the Transformation Planning Guidance in 2003 where he defined transformation as,

“...a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation’s advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world.”

This definition should guide the DDESB on “*how*” transformation will be implemented within the Department, and what some of the desired outcomes should be in the future. Transformation is not a final product or destination, but instead is a mindset that continuously challenges assumptions and questions processes to ensure relevance to the current environment.

The success of transforming rests squarely on the shoulders of senior leaders who are tasked with, “*placing priority attention and follow-through*” on these initiatives. Specific initiatives require transforming fiscal authorities, eliminating duplicative reporting requirements, enhancing the DoD’s ability to hire and retain highly skilled personnel, reforming the acquisition process, and streamlining processes. Of the aforementioned areas, all have significantly affected our approach to developing our strategic plan.

The DoD Explosives Safety Strategic Plan, through our goals will:

- 1. Capitalize DDESB Human Infrastructure**
- 2. Transform the DDESB to Effectively Support the DoD Mission**

Appendix B. Transformation and Strategic Planning: From NSS to DoD Explosives Safety Strategic Plan

3. Optimize Explosives Safety Management Processes

Accomplishing these goals, as part of the DDESB transformation process will yield a more effective organization and will anticipate and meet future changes to support the joint warfighters' mission. The DDESB's purpose is to enhance operational effectiveness and increase force protection through the Explosives Safety Management Program.

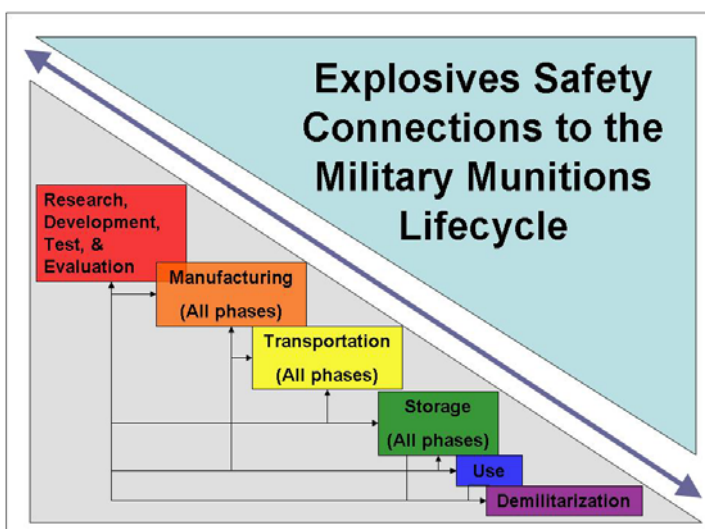


Figure 2. Explosives Safety Connections to the Military Munitions Life Cycle

RELEVANT STRATEGIC PLANS

The National Security Strategy (NSS) ⁱⁱⁱ President Bush's March 2006 NSS recognizes that America is at war and states a key goal: ... "our most solemn obligation: to protect the security of the American people." To achieve our Nation's strategy requires championing aspirations for human dignity, strengthening alliances to defeat global terrorism, working to prevent attacks

against us and our friends, working with others to defuse regional conflicts, preventing threats with weapons of mass destruction to us and our allies, igniting global economic growth through free markets and trade, opening societies and building the infrastructure of democracy, developing agendas for cooperative action with other main centers of global power, transforming America's National Security Institutions to meet challenges and opportunities of the 21st century, and engaging the opportunities and confronting the challenges of globalization. Success in accomplishing these NSS goals requires that all the elements of national power (i.e. Diplomatic, Informational, Military, and Economic) come to bear. By focusing on NSS goals that apply to the DoD, DDESB's strategic plan meets the requirements of the NSS while DDESB also supports DoD and OSD goals.

Appendix C contains the Strategic Planning Matrix that identifies strategic goals for the plans listed in Figure 1.

The National Defense Strategy (NDS) ^{iv} The NDS supports the NSS by establishing a set of overarching defense objectives that guide the Department's security activities and provide direction for the National Military Strategy. The NDS objectives serve as links between military activities and those of other government agencies in pursuit of national goals.

The National Military Strategy (NMS) ^v The NMS derives objectives, missions and capability requirements from an analysis of the NSS, the NDS and the security environment. The NSS and NDS provide a broad strategic context for

Appendix B. Transformation and Strategic Planning: From NSS to DoD Explosives Safety Strategic Plan

employing military capabilities in concert with the other instruments of national power. The NMS provides focus for military activities by defining a set of interrelated military objectives and joint-operating concepts from which the Service Chiefs and combatant commanders identify desired capabilities and against which the Executive Director / Chairman of the Joint Chiefs of Staff assesses risk. The DDESB's strategic plan meets the requirements of the NMS and supports OSD goals as described below.

The Under Secretary of Defense for Acquisition Technology and Logistics

Strategic Plan The 29 December 2005 Draft AT&L Strategic Plan is based on 6 strategic goals aimed at supporting the joint warfighter through a combination of flexible human capital, acquisition/materiel solution, and oversight/execution processes. This plan provides detailed outcomes and

objectives that support each of the strategic goals for both I&E and the DDESB to tailor their strategy to support. Although not an exact match, the DDESB strategy meets portions of the AT&L strategy whenever possible.

The Defense Installations

Strategic Plan The 2006 Defense Installations Strategic Plan expands the scope and enhances some of the principles laid out in the 2004 Strategic Plan. The expanded scope further defines the integral relationship between natural and manmade assets with Defense installations and advances the integration of installations and environmental, safety - to include explosives safety, and occupational health activities to enhance overall sustainability and support of the military mission.

The DDESB Strategic Plan for 2006 supports the 2006 Defense Installations Strategic Plan through objectives 3 and 5.



Transformation Strategic Linkages

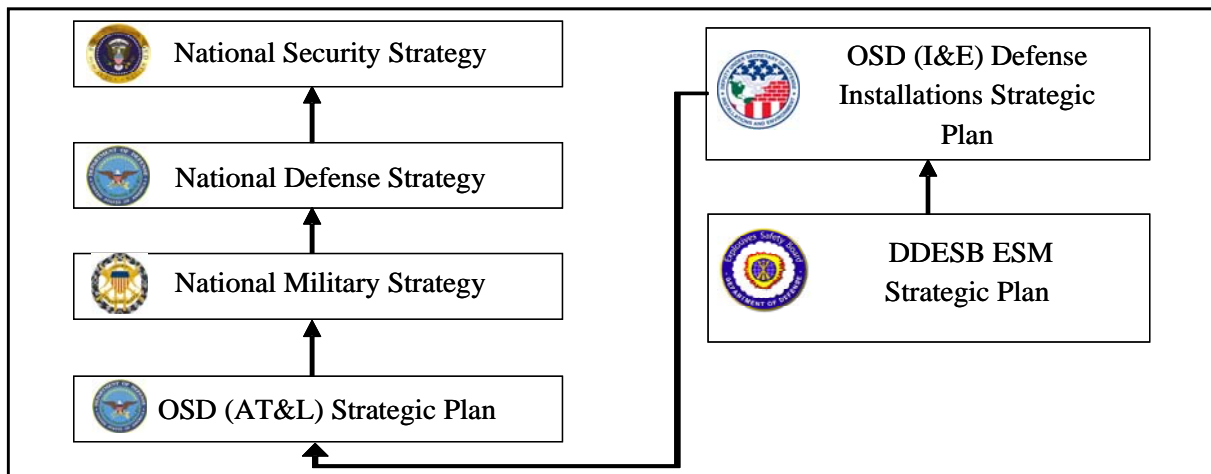


Figure 3. Strategic Plan Links

Appendix B. Transformation and Strategic Planning: From NSS to DoD Explosives Safety Strategic Plan

DOD Explosives Safety Strategic Goals	National Security Strategy	National Defense Strategy	National Military Strategy	OSD AT&L Strategy	Defense Installations Strategic Plan
1. Capitalize DDESB Human Infrastructure	8	1,2,3,4	1,2,3	1	3 ⁷ , 6 ⁸
2. Transform the DDESB to Effectively Support the DoD Mission	8	1,2,3,4	1,2,3	3, 4, 5, 6	3 ⁹ , 5 ¹⁰
3. Optimize Explosives Safety Processes	8	1,2,3,4	1,2,3	1, 6	3, 5

TABLE 1. DoD Explosives Safety Strategic Links

National Security Strategy (NSS)

- NSS 1** Champion Aspirations for Human Dignity
- NSS 2** Strengthen Alliances to Defeat Global Terrorism and Work to Prevent Attacks Against Us and Our Friends
- NSS 3** Work with others to Defuse Regional Conflicts
- NSS 4** Prevent Our Enemies from Threatening Us, Our Allies, and Our Friends with Weapons of Mass Destruction
- NSS 5** Ignite a New Era of Global Economic Growth through Free Markets and Free Trade

- NSS 6** Expand the Circle of Development by Opening Societies and Building the Infrastructure of Democracy
- NSS 7** Develop Agendas for Cooperative Action with Other Main Centers of Global Power
- NSS 8** Transform America’s National Security Institutions to Meet the Challenges and Opportunities of the Twenty-First Century
- NSS 9** Engage the Opportunities and Confronting the Challenges of Globalization

National Defense Strategy (NDS)

- NDS 1** Secure the United States from direct attack
- NDS 2** Secure strategic access and retain global freedom of action

⁷DISP Goal 3, Objective 3.2: Preserve operational capability by anticipating, recognizing, evaluating, and controlling Environmental, Safety, and Occupational Health (ESOH) risks.

⁸ DISP 6. Right Workforce: Develop a high performing, agile, and competent workforce.

⁹ DISP Goal 3, Objective 3.4: Improve integration of Environment, Safety and Occupational Health (ESOH) into the acquisition process and industrial base programs.

¹⁰ DISP Goal 5, Objective 5.1: Significantly improve warfighter and operations support by transforming business and financial practices.

Appendix B. Transformation and Strategic Planning: From NSS to DoD Explosives Safety Strategic Plan

NDS 3 Strengthen alliances and partnerships

NDS 4 Establish favorable security conditions

National Military Strategy (NMS)

NMS 1 Protect the United States (against external attacks and aggression)

NMS 2 Prevent conflict and surprise attacks

NMS 3 Prevail against adversaries

Office of the Under Secretary of Defense Acquisition, Technology, & Logistics 2007 Strategic Goals Implementation Plan (ATL)

ATL 1. High Performing, Agile, and Ethical Workforce

ATL 2. Strategic and Tactical Acquisition Excellence

ATL 3. Focused Technology to Meet Warfighting Needs

ATL 4. Cost-effective Joint Logistics Support for the Warfighter

ATL 5. Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives

ATL 6. Improved Governance and Decision Processes

ATL 7. Capable, Efficient, and Cost-Effective Installations

Defense Installations Strategic Plan (DISP)

DISP 1. Right Size and Place:
Locate, size, and configure defense installation assets to meet the required

capabilities of military forces.

DISP 2. Right Quality: Assess and deliver installation capabilities needed to provide effective, safe, and environmentally sound living and working places in support of DoD missions.

DISP 3. Right Risk: Protect personnel, property, and mission capabilities through informed risk decisions at the appropriate level of leadership.

DISP 4. Right Resources: Balance resources and risks to provide high quality installation capabilities, and to optimize life-cycle investment to support readiness.

DISP 5. Right Management Practices: Continuously improve installation planning and operations by embracing best business practices and modern asset management techniques.

DISP 6. Right Workforce: Develop a high performing, agile, and competent workforce.

DDESB Strategic Plan (DDESBSP)

DDESBSP 1. Capitalize DDESB Human Infrastructure

DDESBSP 2. Transform the DDESB to Effectively Support the DoD Mission

DDESBSP 3. Optimize Explosives Safety Management Processes

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APPENDIX C – DOD EXPLOSIVES SAFETY STRATEGIC PLAN
ANNUAL REVIEW SCHEDULE



DOD EXPLOSIVES SAFETY BOARD
2461 Eisenhower Avenue
Hoffman 1, Room 856-C
Alexandria, VA 22311-0600

Jan 1, 2007

MEMORANDUM FOR DIVISION DIRECTORS

Subj: DOD EXPLOSIVES SAFETY STRATEGIC PLAN ANNUAL REVIEW SCHEDULE

Ref: The Government Performance and Results Act of 1993

1. Although DDESB is part of the DoD and therefore not required to meet strategic planning requirements found in the referenced Government Performance and Results Act of 1993, we will follow the intent of the law by annually examining our plan for relevance and assess new and emerging issues for incorporation.
2. By 1 September of every year DDESB Division Directors will submit a progress report for implementing actions under your cognizance found in Appendices A and B. This information and progress will become part of DDESB's Annual report titled, "Annual Report (appropriate year) for the DoD Explosives Safety Board."
3. Division Directors will submit the following information:
 - a. Completed implementing actions in support of our three strategic goals.
 - b. Actions taken to accomplish our goals via specific implementing actions under your respective purview found in Appendices A and B.
 - c. Recommendations for adding or eliminating implementing actions with accompanying rationale.
 - d. Recommendations for how to improve our Strategic Plan.
 - e. Any other information you feel that would add to the Annual Report.
4. I look forward to annually assessing and improving our plan.

A handwritten signature in blue ink, which appears to read "Thierry L. Chiapello", is positioned above the printed name.

Thierry L. Chiapello
Chief Management Officer, DDESB

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APPENDIX D – REFERENCES

End Notes

ⁱ The Goldwater - Nichols Act of 1986. <http://www.ndu.edu/library/goldnich/goldnich.html>

ⁱⁱ Quadrennial Defense Review Report, February 2006. <http://www.defenselink.mil/qdr/>

ⁱⁱⁱ The National Security Strategy of the United States, March 2006. <http://www.whitehouse.gov/nsc/nss.pdf>

^{iv} The National Defense Strategy of the United States of America, March 2005.
<http://www.defenselink.mil/news/Mar2005/d20050318nds2.pdf>

^v The National Military Strategy of the United States of America, 2004.
<http://www.defenselink.mil/news/Mar2005/d20050318nms.pdf>

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In July of 1926, lightning struck the Lake Denmark, New Jersey Ammunition Depot and triggered one of the most devastating explosive accidents in the history of the United States. This incident also became the impetus for the creation of the DoD Explosives Safety Board.