to include processes for gathering location information before the assessment, establishing guiding principles and expectations, preparing statutory framework and creating the assessment plan. Every mission has obstacles, and the primary QWE hurdle was the use of a tablet and web portal for computer-based solutions. At the end of the assessment, each team conducted an after-action report to identify what went well and what areas needed improvement. Recommendations were addressed, and team members returned to their respective offices to await further guidance from ASA (IE&E).

The teams had their assigned facility’s full support, including military staff, civilian leadership and contractors. Data from completed QWE evaluations were used to provide recommendations to Congress and Army leadership. The ultimate goal of the QWE exercise was to raise the quality of the work environment for all workers within the industrial base and to help make the Army the premier employer for the Department of Defense.

In April 2012, members from each team were included in the QWE leadership’s wrap-up meeting in Alexandria, VA. This meeting was successful in streamlining the QWE elements and checklists and helped to broaden QWE in general so it can be applied to other functional areas. This multidisciplinary approach to problem-solving was effective, and its scope can easily be adapted to all areas of DoD.

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10 Years After 9/11: Searching for Proactive Heroism
By Shawn M. Galloway

In a crisis, most of us just stare, immobilized in fright or horror, yet they respond with a sense of unrivaled bravery. Often unrecognized, they are among us in our everyday activities. They are our first responders. They are our heroes. Author Joseph Campbell once said, “A hero is someone who has given his or her life to something bigger than oneself.”

Eleven years ago, more than 400 heroes lost their lives in the events of September 11, 2001. If we hope to one day achieve excellence in incident prevention and response in our global society, we must recognize these heroes not just posthumously, but proactively as well. When was the last time you personally thanked a first responder without an event prompting you to do so?

We all remember where we were that day and how the events intertwined with our own lives. I was on my way to my office in Houston, where I was to finish preparations to visit an organization in the upper floors of The World Trade Center. I began to think of my formative years in New Jersey, where school trips frequently took us into the city for a bit of culture, arts and history. I will always cherish my memories of visiting The World Trade Center in the 1980s.

When flying into one of the airports around New York City, I used to look for the Twin Towers as my beacon within the landscape. Ten years later, as my wife and I arrived into Newark Airport on September 9, 2011 to participate in the city-wide remembrance of the 10-year anniversary, I was again reminded of this void.

Walking around the complex that had been The World Trade Center, it was such a contrast to my memories. I had visited the site since 2001, but nothing could have prepared me for the emotional toll the 10-year anniversary would bring.
First responders and representatives from our nation’s fire and police departments, along with grieving family members and friends, could be found in and around the site. News crews were abundant, capturing stories of family and friends of those lost during that appalling morning of 9/11. Every story I heard was just as tragic as the next.

Lessons Learned
I hope what we learn from these stories is not limited to politics or religion, but that we recognize the need for situationally practical protocols and uniformly understood procedures for incident response. Additionally, we need to realize that training on these life-saving strategies should become a part of orientation for any employee. At minimum, contractors and visitors should also be provided with briefings on policies and points of contacts, prior to access. One might feel this is going too far. However, first aid, a fundamental skill taught in basic training in the U.S. military, is rarely taught to personnel, unless sought out, even in the most dangerous industries.

To me, a hero is one who, despite all odds, does what feels right, even if it means standing alone in the rain. I have met many such individuals in companies throughout the world. The challenge often is not in prompting their action, but in providing them with the skills to know what to do, both proactively and reactively. We should continue to make efforts that lead to the prevention of death, rather than only remembering those who were among the fallen.

A vital element of any effective safety program is excellent incident response. I know I honestly would not have been prepared if I had been in that tower on that fateful morning.

Using the Performance Specification Process in Hazard Elimination & Control

By Pamela K. Wilkinson

Performance specifications define the functional requirements for the product, the environment in which it must operate and interface and interchangeability characteristics. A performance specification states requirements in terms of the required results. However, a performance specification does not state the methods for achieving the required results. They translate operational requirements into more technical language that tells the manufacturer what will be acceptable product performance and how that product acceptability is determined. System safety professionals can make use of the performance specification process to include those items that will verify the elimination or mitigation and control of a variety of hazards. This article discusses the history and provides an overview of the Department of Defense (DoD) performance specification process. This article also provides guidance to the systems safety professional in writing related performance specifications and how to best use this process to verify that potential hazards have been eliminated or controlled.

Introduction
Since World War II, the government has used technical data packages (TDPs) and detailed design data (DDD) to procure most of its materiel. This includes detailed military standards, specifications to drawings and detailed manufacturing process specifications (U.S. Army Materiel Command Headquarters, 1999). Basically, the government told the contractor exactly how to build a product. This helped ensure quality but not innovation. This lasted until technology began to outstrip the DoD’s ability to keep the applicable requirement specifications and details current (Grasso, 2003). It was determined that there must be “greater interaction between the defense and commercial industries” to

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