



Australian Government
Department of Defence



DEFENCE OCCUPATIONAL HEALTH AND SAFETY STRATEGY 2007-2012

Annual Report 2008/09 (Internet)

**DEFENCE OCCUPATIONAL
HEALTH AND SAFETY**
Protecting Our People



Defence Intranet ohsc.defence.gov.au/
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DEFENCE OHS VISION

“Through leadership and individual commitment Defence will continue to place a high priority on the occupational health and safety (OHS) of its people thus protecting them and enhancing capability and readiness. We aim to eliminate all preventable work-related injuries and illness through the systematic management of our risks. We will strive to make measureable improvement in our occupational health and safety performance through the implementation of the Defence OHS Strategy.”

DEFENCE OHS COMMITTEE REPORT

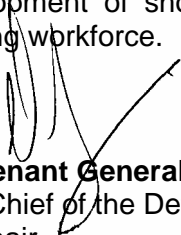
The *Defence OHS Strategy 2007-2012* (the Strategy) and its eight strategic OHS objectives have been operational now for two years. Since its inception, the Strategy has been supported by a detailed *Implementation Plan* which captures the activities being undertaken to deliver Defence’s OHS objectives. The Defence OHS Committee (DOHSC) monitors Defence’s achievement against the strategic objectives through oversight of the Implementation Plan.

In response to concerns with Defence’s broader management of hazardous substances, in particular asbestos, which attracted strong regulatory and public criticism, a decision was taken to raise the seniority of the DOHSC to provide the wider organisation with a visible demonstration of Defence’s leadership commitment to OHS. This also prompted a review of the DOHSC membership which has been expanded to include representation from those Services and Groups that have a significant role to play, or interest in OHS management within Defence. As a result of the chair and membership changes, the DOHSC undertook a strategic planning workshop in May to review the Strategy, the Implementation Plan and how OHS is managed within Defence. Outcomes from the Planning Day included striving to create a culture of safety within Defence, recognising safety as a Defence Value, and a renewed commitment from members to prioritise health and safety within core business.

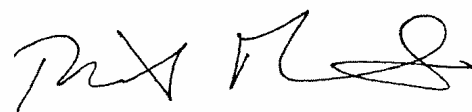
This annual report summarises an extensive DOHSC funded program of work, with expenditure in excess of \$5 million. We can report that there has been strong performance in the ongoing development of the Defence OHS Management System (OHSMS) and improvements to Service and Group level OHSMSs, the development of a model office-based OHSMS, pilot training of the Military Risk Management program within Army, significant achievements by the Defence Centre for Occupational Health in areas such as occupational medicine, occupational hygiene and suspension trauma, plus other initiatives aimed at improving OHS management within Defence.

The successful integration of the open recommendations from the F-111 Deseal/Reseal Board of Inquiry (BOI) into the Implementation Plan has resulted in further progress toward the closure of the BOI. All remaining recommendations deal with long-term systemic issues and are being addressed by existing activities within the Implementation Plan.

For 2009/10, the focus of the DOHSC and its available resources will be on the identification of strategies to achieve a positive culture of safety within Defence, continuing the development of OHSMSs at all levels within the organisation, further preparatory work for the acquisition of a Defence-wide OHS management information system, and extensive work towards the development of short and long term occupational medicine and hygiene capability within our existing workforce.



Lieutenant General David Hurley AO DSC
Vice Chief of the Defence Force
Co-Chair
Defence OHS Committee



Mr Phil Minns
Deputy Secretary People Strategies and Policy
Co-Chair
Defence OHS Committee

Objective 1

Further develop and implement the elements of the Defence-wide OHS Management System

For 2008/09, activities within Objective 1 focused directly on affecting improvements to Corporate and Service/Group level OHS Management Systems (OHSMS) in response to the outcomes of the Mapping Assessment activity conducted in early 2008.

Notably, the development of and agreement to the new SafetyMan Volume 1 Part 1 Chapter 1, describing the Defence OHSMS, was a significant achievement. The Chapter, due for publication in late 2009, provides a description of the Defence OHSMS including policy and guidance on each of the 17 elements and how they would be developed and implemented at Service/Group level. To support the release of Chapter 1, a guide was also developed which provides criteria based standards that the Services and Groups can use to assess their systems against the Defence OHSMS.

In response to the Corporate Gap Analysis arising from the OHSMS Mapping Assessment activity, the OfficeSAFE project was established to remedy a recognised short-fall in the area of OHS management within the small, administrative based groups. The project is establishing a generic “off-the shelf” OHSMS that can be easily tailored to any office-based work environment. The product has met some resistance from some of the smaller Defence Groups that have not been subject to rigorous OHS performance assurance. However, the majority of stakeholders are progressively implementing those sections of the model that have been released. While it was originally anticipated that the full model would be released at the close of FY2008/09, the requirement for further quality assurance processes together with restricted resources has delayed completion, now expected in late 2009.

In late 2008, as a result of their Mapping Assessment results, Army secured DOHSC funding to develop and implement an OHSMS Audit Tool aligned with the Defence 17 Element OHSMS. The resulting audit tool maps Army instructions and procedures against legislative requirements and describes management system requirements against the 17 elements and associated criteria, from Service/Group down to unit level. The Army Audit Tool has been piloted in a series of OHSMS audits across Army and is receiving positive feedback. OHS Branch plan to promote the tool within the other Services and Groups in FY2009/10.

With regard to other OHSMS improvements arising from the results of the Mapping Assessment activity, CIO Group have completed planning activities to establish a DOHSC business case to seek funds to implement an OHSMS in FY2009/10, and DSTO secured approval and funds to commence their planning activities. To date, Navy and DMO have internally funded their OHSMS improvements, with DMO officially launching “DMO SAFE” to a positive reception in June 2009.

The focus of activities for FY2009/10 will be on defining OHS responsibilities on Defence Bases, in line with the Base Accountabilities Model, including a review of the existing Base OHS Plan and the development of a supporting Base OHSMS, and continuing the implementation of OHSMS improvements identified during the Mapping Assessment activity.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

Defence OHS Management System: <http://ohsc.defence.gov.au/OHSMS/default.htm>

OfficeSAFE Project: <http://ohsc.defence.gov.au/OHSMS/OfficeSAFE/default.htm>

DMO SAFE: <http://intranet.defence.gov.au/dmoweb/sites/DMOsafety/comweb.asp?page=73488>

Objective 2

Develop and implement a Defence OHS Management Information System to improve the quality of OHS information available to decision-makers at all levels

In June 2008, due to uncertainty about Defence's ability to fund the acquisition of a commercial-of-the-shelf (COTS) OHS Management Information System (OHSMIS), the DOHSC directed DGOHS to review and report on the prospects for an interim or alternative OHSMIS. The resulting MIS Study was initiated to provide advice on the feasibility of achieving credible, corporate OHSMIS capabilities through an analysis of the capabilities of approximately 20 existing Defence OHS and other applications. The resulting report advised that while an interim OHSMIS solution was technically feasible it would be highly complex and risky to build, implement, operate and support. Therefore, the report recommended that Defence not proceed with an interim OHSMIS solution.

In parallel with the MIS Study, OHS Branch investigated the option of attaining an OHSMIS capability through the incremental implementation of a COTS product, with an initial focus on delivering high impact functionality to a subset of Defence users. The implementation would be achieved through a software trial in Canberra and a region within a selected Service or Group, followed by a rollout to the rest of Defence in one or more stages.

In June 2009, the DOHSC was presented with the available OHSMIS options and considered the proposed way forward for an OHSMIS capability for Defence. The Committee agreed to pursue the incremental implementation of a COTS OHSMIS to amortise the implementation costs over a longer period and reduce the associated project risk, while ensuring priority Defence OHS requirements are met.

In the interim, work continued to establish improved OHS data collection, reporting and analysis mechanisms. Progress included enhancements to the OHSCAR system with a wide range of OHS incident/compensation reports available to managers and supervisors on the dashboard, access to data and reports from the Defence Injury Prevention Program (DIPP), as well as the inclusion of contractor and cadet AC563 reporting.

Re-development work was also undertaken on the Workplace Safety Management system providing users with an updated interface and an ability to share OHS information. General information and tools such as Hazard Alerts, Safety Inspections etc can be accessed by any user.

Moving forward, for FY2009/10 a significant body of work remains to be completed to allow the acquisition and incremental implementation of a COTS OHSMIS to achieve project start up and approval. This work has been approved and funded by the DOHSC as the Pre-OHSMIS Preparations Project (POPP).

The development of the on-line incident reporting capability (CRM Self Service) is progressing with CIOG to complete software development work in-house, with delivery expected in March 2010.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

OHS Management Information System: <http://ohsc.defence.gov.au/OHSMS/default.htm>

OHSCAR: <http://ohsc.defence.gov.au/MI/Data/default.htm>

WSM: <http://ohsc.defence.gov.au/WorkplaceSafetyManagement/default.htm>

Objective 3

Reduce the frequency and severity of risks to people's health and safety

The establishment of an embryonic Defence OHS assurance and compliance capability within OHS Branch, together with release of associated policy (SafetyMan Volume 1 Part 1 Chapter 10) and the consideration of the first Annual Defence OHS Assurance Report, were significant achievements within Objective 3 for FY2009/10.

The first Annual Defence OHS Assurance Report, presented to the DOHSC in June 2009, evaluated the annual audit reports and OHSMS reviews prepared by the Services and Groups and OHS Branch against the requirements of the newly released assurance policy. After a review by Members, it was agreed that the report demonstrated a limited ability to systematically monitor and report on OHS assurance activities within Defence and that further work was needed to establish an effective and efficient OHS assurance and compliance capability across the organisation. Further development of a Defence OHS assurance and compliance capability, including enhanced reporting requirements, will be a priority for Objective 3 in FY2009/10.

The Military Risk Management (MRM) project completed Stage 2. This stage delivered a review and update of Army doctrine relating to the Military Appreciation Process, established and delivered a Train-the-Trainer program across Army (training in excess of 260 trainers), and matured the electronic Risk Appreciation Tools (RAT), including launch of the Integrated Risk Management System (IRMS) prototype module within the Army Capability Management System (ACMS). Expansion of the MRM concept into the other Services and the Joint Environment has been deferred to Stage 3 (FY2009/10). ADF stakeholders will be actively engaged in Stage 3 including demonstrations of the MRM capability and the possibility of conducting targeted pilot activities.

The Defence Motorcycle Safety Awareness Project closed on 30 June after successfully raising motorcycle rider safety awareness for three years. The project undertook a review of motorcycle incidents within the Defence community and a rigorous motorcycle safety awareness campaign including service newspapers, specialist motorcycle magazines, newsletters, "Ride Smart" promotional material and a dedicated web page. The project successfully delivered advanced on-road and off-road training to over 3060 Defence riders. Options for a possible DOHSC funded extension for a further 12 months, and the possibility of expanding the program to include Defence drivers was explored and considered by the DOHSC. However, the project was closed due to the inability to secure an ongoing business process owner and projected fiscal constraints.

In FY2009/10, development work will be undertaken on a Corporate Incident Investigation Policy, together with supporting procedures and tools. The incident investigations and trend analysis that is already undertaken within the Services will be taken into consideration in progressing this work.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

Military Risk Management Project:

<http://intranet.defence.gov.au/armyweb/sites/ARMYSAFE/comweb.asp?page=154523&Title=Mil%20Risk%20Mgt>

Closure details for Motorcycle Project: <http://ohsc.defence.gov.au/Programs/MotorcycleSafety/default.htm>

Objective 4

Improve prevention of occupational injury, illness and disease

The Defence Centre for Occupational Health (DCOH) closed as a DOHSC funded project at the end of FY2008/09 and transitioned to a permanent capability within OHS Branch in the People Strategies and Policy Group.

During FY2008/09, DCOH gained stakeholder agreement to, and approval for the Occupational Medicine and Occupational Hygiene (OMOH) Project. Over the next three years, the project will implement the Occupational Hygiene Plan and monitor occupational health hazards by providing monitoring equipment and supplies, and implementing the Occupational Medicine and Occupational Hygiene Capability Model.

DCOH, working in close consultation with DGOHS and VCDF, established the Defence Asbestos Eradication and Management Plan (DAEMP), bringing together the various activities across Defence that together represent Defence's approach to eradicating asbestos and minimising harm to Defence employees. The DAEMP is aligned to the 17 element Defence OHSMS and includes objectives, outcomes and actions for each element. The overall objectives of the DAEMP are to:

- achieve an asbestos free (99.99 per cent) inventory;
- achieve an accurate record of in situ asbestos in platforms;
- manage asbestos in facilities in compliance with national standards;
- protect the health of the Defence workforce;
- comply with relevant Commonwealth and State legislation and regulations;
- create confidence amongst Government, employees, contractors, regulators and the wider Defence community in Defence's management of asbestos;
- reduce the number and severity of asbestos related incidents; and
- minimise future asbestos related claims against Defence.

Other activities successfully delivered in FY2008/09 include:

- Occupational Hygiene – In conjunction with the OMOH project, a five year Occupational Hygiene Management Plan (OHMP) was developed and is being implemented, with baseline surveys completed at a number of Defence establishments. A five day training course in the Basic Principles of Occupational Hygiene has been developed by DCOH, piloted in Army, and is planned for introduction in Navy in FY2009/10.
- Surface Finishers Scoping Study – Work is currently underway to complete a literature review, a desktop review and establishment visits to examine practices, processes and procedures within the surface finisher mustering, to establish whether there is enough indicative evidence across Defence for DVA to proceed with a health study within the surface finisher mustering. The report is expected in October 2009.
- Hazardous Substances Review – A strategy report was prepared outlining a systematic program of research aimed at finding non-toxic, or if not possible, less toxic substitutes for chemicals currently in use within Defence. The strategy report proposed a three phase sequential approach to establish what chemicals are held at Defence sites, determine which chemicals are hazardous and research the possibility of change. The first phase, to commence in FY2009/10, will focus on strategies to overcome inconsistencies in the management of hazardous substances registers, including the possibility of mandating the use of Chem Alert and its inventory management functions.

- Fatigue Management – The Fatigue Management Policy was incorporated in SafetyMan as a stand alone chapter and a Fatigue Awareness eLearning Program has been developed. A dedicated Fatigue webpage housing these and other resources, including a Commander's Guide for managing fatigue on operations, is now active.
- Suspension Trauma – A policy for the management of suspension trauma was developed and incorporated into Safetyman as an annex to the "Working at Heights" policy. To assist Groups and Services with the implementation of the policy, posters and promotional material has been developed promoting STAR (Suspension Trauma Awareness and Rescue).
- Drugs and Alcohol – The Governments Aviation Policy on Drugs and Alcohol was given effect in October 2008 with the introduction of Civil Aviation Safety Authority Regulation 99 (CASR99). This legislation requires organisations performing safety sensitive aviation activities to implement organisational arrangements to manage drugs and alcohol, including random testing programs. The establishment of a Defence Drug and Alcohol Management Plan and Policy will be a strong focus for DCOH in FY2009/10 and has been afforded priority and further funding from the DOHSC.
- Personnel Protective Equipment (PPE) – Phase 1 of the PPE Management System (PEMS) project, comprising a literature review, development of a PPEMS model and site investigations, was finalised in October 2008 and the outcomes reported to stakeholders in November. The Hazardous Substances Phase 1 work (within DCOH) is the highest priority activity in this space. Phase 2 of the PPEMS Project will be informed and actioned as part of Phase 2 of the Hazardous Substance Review.
- Defence Injury Prevention Program (DIPP) – As of 1 July 2008, the DIPP relocated from Joint Health Services to DCOH. The DIPP monitors injuries in military personnel, provides training in injury prevention and is a source of evidence based injury prevention information. By September 2009, it is expected that external data entry will cease as an injury reporting capability has been incorporated within existing incident reporting systems within OHS Branch.

The focus for FY2009/10 will be on the ongoing development and implementation of processes to identify the sources and current levels of occupational illness and disease, with a focus on high risk areas including deployed and industrial environments. In addition, work will continue on eliminating or reducing occupational hazards and exposures arising from aviation fuels, asbestos and hazardous substances. The delivery of DOHSC funded projects within DCOH, including Occupational Medicine and Hygiene, CASR99, PPE and Surface Finishers, will also be a significant focus of activity in FY2009/10.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

Defence Centre for Occupational Health: <http://ohsc.defence.gov.au/Programs/DCOH/default.htm>
Fatigue Management: <http://ohsc.defence.gov.au/programs/fatigue/>
Suspension Trauma: <http://ohsc.defence.gov.au/Programs/SuspensionTrauma/default.htm>
Asbestos Management: <http://ohsc.defence.gov.au/Programs/Asbestos/default.htm>

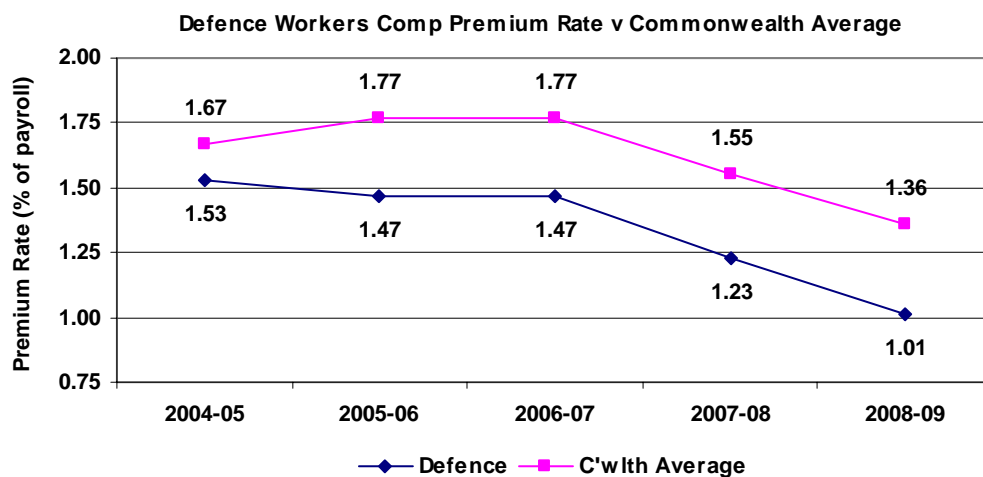
Objective 5

Reduce the impact of occupational injury, illness and disease

In 2008/09, activities in Objective 5 focused on providing Services and Groups with the information and reports necessary to ensure the continued implementation of the Defence Civilian and Injury Prevention and Management System (DCIPMS) and the ADF Rehabilitation Program (ADFRP).

The DCIPMS Program provides assistance to injured or ill APS employees by facilitating early contact and support from rehabilitation and case managers, and by providing a professional assessment of the employee to assist managers to implement appropriate return to work programs.

This system continues to have a formative impact on Defence's workers' compensation premium rate as indicated in the graph below. However, Defence needs to continue to focus on its premium management through DCIPMS because initial indications are that the 2009/10 premium rate will increase slightly compared to the 2008/09 rate.



The ADFRP program aims to reduce the impact of occupational injury, illness and disease on Defence members, and hence Defence capability, through early identification and treatment of affected individuals. The program provides for the immediate referral of a member for a rehabilitation assessment, and the coordinated management of the member's health and rehabilitation to treat the illness or injury before it escalates into a serious medical or psychological problem that adversely impacts the member's fitness.

The program is delivered through a regional network of ADF Rehabilitation Coordinators. In 2008/09 the program achieved a 93% return to work of injured members which exceeded the 2007/08 rate of 87%.

In conjunction with the development of the OHSCAR reporting dashboard, key performance indicators relating to corporate rehabilitation and compensation have been included in the reports available to Services and Groups, providing mechanisms for the review and improvement of DCIPMS and ADFRP.

Both the DCIPMS and ADFRP programs will be included in the scheduled program of annual OHS assurance and compliance reporting to ensure Services and Groups have implemented and are managing these programs. Corporate improvements, identified as a result of Defence OHS assurance activities, will be developed and implemented by OHS Branch.

Activities in FY2009/10 will focus on participating in the review of the Military Rehabilitation and Compensation Legislation and revising the administrative arrangements for Comcare workers compensation premium for Defence APS employees, including working towards devolving the premium to Services and Groups.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

ADF Rehabilitation Program: <http://ohsc.defence.gov.au/Programs/RehabandComp/ADFRP.htm>

DCIPMS:

<http://ohsc.defence.gov.au/Programs/AbsenceManagement/InjuryPreventionManagementImprovementFramework.htm>

Objective 6

Train support and motivate personnel to identify and manage hazards effectively

Initial scoping work was undertaken to identify activities to establish a culture of safety within Defence. In late 2008/09, work began to engage renowned safety culture expert, Professor Andrew Hopkins. Professor Hopkins has prior knowledge and experience with Defence, safety culture enhancement and OHSMS in large commercial or industrial environments. The scoping study will define mechanisms to measure and effect OHS culture change across the whole of Defence. The report is expected in early FY2009/10.

Revised OHS mandatory E-learning packages targeted at various levels throughout Defence were released this year. The E-learning packages have been linked with PMKeys providing Services and Groups with the ability to run reports on a routine basis to ensure the currency of employee OHS mandatory training within their respective organisations.

A draft OHS proficiency framework was developed, but will require additional consultation with Services and Groups prior to implementation in FY2009/10. The framework may be subject to further reviews as a result of the Base Accountabilities Model and the consequential OHS roles and responsibilities arising from the implementation of the model.

The Defence Training Advisory Group (TAG), consisting of representatives from the Services and Groups, remains the key consultative forum for OHS training improvements and discussions. Services and Groups were tasked through the TAG to scope their OHS training deficiencies and gaps, with the aim of identifying common themes that could be evolved into corporate programs. This work is still underway and will be completed in FY2009/10.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

OHS Branch Training: <http://ohsc.defence.gov.au/Training/default.htm>

Objective 7

Improve and embed a systematic capability to identify eliminate or manage hazards in the design and planning stages of Defence activities

The business case for the Human Systems Integration Framework Implementation Project (HSIFIP) Phase 1A was approved in December 2008. It provides for the engagement of a human systems integration (HSI) subject matter expert (SME) to assist with developing policy guidance on the requirement to consider OHS within design and acquisition processes, together with a suite of standardised Safety Case templates and guidelines. The project will also undertake further scoping studies to determine the criteria for and benefits of applying HSI in acquisition projects, and develop a methodology and collate reports on the potential return on investment (financial and non-financial) arising from the conduct of HSI activities.

To ensure stakeholder acceptance, OHS Branch established a two-star HSIFIP Steering Group in July 2008, to oversight the scope and future direction of the project as well as accept and approve deliverables from Phase 1A. The Steering Group, chaired by Head Personnel Capability, includes representatives from CDG, DMO, DSTO and the Services.

In the second part of FY2008/09, a round of consultation was undertaken with key stakeholders on the detailed development of product descriptions to establish clear direction and boundaries for the deliverables, shape the policy and guidance material, and provide context around HSI within the military environment. In May 2009, the procurement process commenced through a limited tender to 9 companies within Australia with the capability to provide the required HSI expertise. The focus for FY2009/10 will be on finalising the engagement of the HSI SME, delivering products and services in line with HSIFIP Phase 1A scope of work, and transitioning products to mainstream business (Phase 1B).

Whilst it was originally planned to commence concurrent safe design reviews in infrastructure (Phase 2) and fundamental inputs to capability (FIC) (Phase 3), these two activities have not progressed as they will be significantly informed by the policy and guidance products arising from HSIFIP Phase 1A. It is planned to commence safe design in infrastructure in FY2009/10, with close consultation between OHS Branch and key stakeholders. The Safe Design (FIC) review, which will be informed by both HSIFIP and the infrastructure review, is now listed in the FY2010/11 work program.

OHS Branch continues to engage with the Services and Groups to identify and harness the synergies arising from complementary bodies of work and/or similar projects that are being undertaken independently and will contribute towards the identification, elimination and management of hazards across the Defence Capability Lifecycle.

For further information please access these web pages on the Defence Intranet (internal Defence access only):

HSIFIP Project: <http://ohsc.defence.gov.au/OHSMS/DOHSCProgram/HSIFIP/Default.htm>

Objective 8

Enable Defence personnel to manage the OHS performance of third parties, consistent with Defence policies and practices

A business case seeking funds to improve Defence's current arrangements for managing the OHS components of contracting and contractor management has been prepared and will be presented for DOHSC approval in FY2009/10. The business case seeks to engage subject matter experts to identify OHS best practice in contracting and contractor management, provide a gap analysis of existing Defence policy and guidance against legislative requirements and best practice, and develop a comprehensive Defence contractor management framework covering, but not limited to, policy, tendering and contract administration requirements.

OHS Branch continues to engage with stakeholders within DMO and DSG to identify and leverage off other concurrent related reviews, projects and initiatives such as the HMAS Creswell Safety Case, the RAAF Base Amberley Case Study and the DMO review of the ASDEFCON suite of contracts.

Effort in FY2009/10 will focus on securing stakeholder support and DOHSC approval for the business case, engaging appropriate subject matter expertise and progressing project deliverables.

F-111 Deseal/Reseal Board of Inquiry Recommendations

The 56 recommendations arising from the F-111 Deseal/Reseal Board of Inquiry have been addressed either through their completion or through their integration into existing activities or scheduled programs.

At the end of FY2008/09, 28 F-111 Deseal/Reseal Board of Inquiry (F-111 BOI) recommendations were reported as complete. Activities within the year that contributed to the closure of recommendations included the release of new and revised Defence Safety Manual Policies, the review of the Defence Incident Report Form (AC563), the release of the OHS reporting dashboard providing access to incident information, progressive work by the Defence Centre for Occupational Health, and the release of updated e-learning training packages.

The remaining recommendations are being addressed through their integration into existing activities or scheduled programs in the Defence OHS Strategy Implementation Plan. A substantial number of these open recommendations are directly attributed to activities within Objective 4, notably the establishment of an occupational hygiene and occupational medicine capability within Defence, and the management of hazardous substances. A detailed review of the recommendations associated with Objective 4 will be undertaken in early FY2009/10 to ascertain the level of achievement in relation to activities completed to date.

In FY2009/10, OHS Branch will be establishing a formal BOI closure process, including a review of the F-111 BOI to review the current status of each recommendation, based on evidence and information previously reported to OHS Branch. The closure process will establish an evidentiary based record and objective assessment of the implementation of the F-111 BOI recommendations, as well as providing Defence with a robust mechanism for ensuring the completion and closure of the F-111 and future BOI recommendations.