Research conducted at the Navy Postgraduate School, over a period of 10 years, focused on key organizational factors that may influence the likelihood of an accident or organizational failure. The concept of “high-reliability-organizations”, originated by Dr. Karlene Roberts and her colleagues at UC Berkeley, California, was used as a point of departure for understanding how different organizations manage the risk of accidents and other organizational failures. High-reliability organizations are those that are very successful at reducing the risks of operational hazards that typically underlie accidents and organizational disasters, such as the Challenger and Columbia Shuttle accidents. Included in the concept of high-reliability organizations are factors related to the safety culture of the organization. The author and his colleagues at the Naval Postgraduate School and UC Berkeley developed and validated a web-based Command Safety Assessment Survey (CSA) that is now in use by all US Naval Aviation Squadrons.

At the US Navy’s encouragement, Dr. Anthony Ciavarelli developed the Organizational Safety Effectiveness Survey (OSES) based on the ongoing Navy CSA research and application. The OSES [https://www.hfa-clients.com/demosite/login.html](https://www.hfa-clients.com/demosite/login.html) is a refined survey instrument that provides assessment and feedback to civilian safety personnel and risk managers. OSES, or its derivatives, are now in use in the civilian sector, including commercial aviation, general aviation, off shore oil transport, Air Medical transport, hospitals, and other high-risk organizations.