



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
ATLANTIC REGION
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13 Oct 11

IMAT-ZA

MEMORANDUM FOR US Army Installation Management Command, Atlantic Region
Soldiers and Civilians

SUBJECT: Safety and Occupational Health Plan for Fiscal Year 2012

1. Reference memorandum, Secretary of the Army and Army Chief of Staff, 27 Sep 2011, subject: Army Safety and Occupational Health Objectives for Fiscal Year 2012.
2. Accident and injury prevention is every Soldier's, Civilian's, and Family Member's business. Leaders need to provide education and training to maximize safety awareness. Everyone is held accountable for complying with established behavioral and operating standards. Everyone has a legal and moral obligation to make on-the-spot corrections when deviations from safe standards are observed – both on and off duty.
3. The Safety and Occupational Health Plan for Fiscal Year 2012 is to provide a comprehensive proactive means of identifying and implementing risk mitigation measures to prevent accidental injury and death of Soldiers, Civilian Employees, and Family Members. Additionally, the safety plan provides a means of measurably improving our effect on the Army culture and on the way individuals think about safety and Composite Risk Management on and off duty.
4. The enclosed Atlantic Region Safety and Occupational Health Plan for Fiscal Year 2012 is based on the Army Safety and Occupational Health Objectives for Fiscal Year 2012 (ref 1) which are to:
 - a. Improve Safety Climate and Culture.
 - b. Reduce Off-Duty Losses.
 - c. Sustain On-Duty Loss Reductions.
 - d. Reduce Vehicle and Motorcycle Accidents.
 - e. Promote Privately Owned Weapons Safety Awareness.
 - f. Capture Best Practices.

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5. Every leader must take a holistic look at their environment and find ways to influence our Soldiers, Family Members, and Civilians to use Composite Risk Management – on, and especially off-duty. Get creative and look to families and the community to help us save lives. Leaders must lead in to reduce and prevent accidents and to integrate safety and occupational health and Composite Risk Management into every operation they plan, train for, and execute.

6. The elements of this Safety and Occupational Health Plan are intended to serve as a starting point for implementing the safety program at all levels of the Atlantic Region. I recognize that the plan cannot address all contingencies. Prescribing a set of mandatory stipulations to cover all conceivable hazards would be indicative of an outdated safety paradigm. Instead this plan gives our leaders a solid foundation in safety, along with the flexibility to pursue more innovative and creative solutions that manage risk at their level.

Encl


DAVIS D. TINDOLL, JR.
Director

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a. **Training and Program Support.** Garrisons will provide training and program support for public, family, off-duty, and recreational safety programs. All community events will provide a Composite Risk Assessment, 30 days prior to execution, routed through the Garrison Safety Office for review.

b. **Sports.** Sports-related activities are categorically one of the top injury-producing activities. Evaluate on-duty physical training and sports programs to ensure that correct techniques, use of personal protective equipment and risk mitigation are in place. Train leaders in the prevention of sports injuries and emphasize the importance of using the same techniques when engaging in off-duty activities. Sporting events and programs that occur on our garrisons involve varying degrees of risk. To address this risk, the following directives are to be followed:

(1) Family Morale, Welfare, and Recreation (FMWR) hosted or sponsored sports events, a Composite Risk Management Worksheet will be initiated by the Garrison Sports Program Director. This requirement also applies to mission and tenant units high profile sponsored sports events held on the garrison. The Composite Risk Management Worksheet will be reviewed by the Garrison Recreation Director. Low overall risk activities may be approved by the Garrison FMWR Sports Director; medium/moderate overall risk level approved by the Garrison Director of FMWR; high overall risk level approved by the Garrison Commander. Events with an overall risk level of extremely high will be reviewed by the Region Director.

(2) All contact sports events (e.g. martial arts, wrestling, boxing, etc.) will have a minimum overall risk level designation of "HIGH" and require approval by the Garrison Commander. The final approved Composite Risk Management Worksheet will become part of the FMWR OPOD or Memorandum of Instruction (MOI) for the event. All other high-risk events hosted/sponsored by the garrison require the garrison Commander to review and approve the Composite Risk Management Worksheet prior to the event taking place.

c. **Seasonal Safety.** Garrisons will provide seasonal safety information at the start of the fall/winter and spring/summer seasons to improve awareness of seasonal hazards. Garrisons are encouraged to host Seasonal Safety Days at the start of the fall/winter and spring/summer seasons with presentations, displays, promotional contests, or activities to educate Soldiers, Civilians, and Family Members of seasonal hazards and about the Army's off-duty safety programs. Additional information on seasonal safety is available at the U.S. Army Combat Readiness Center web site at <https://safety.army.mil/>

d. **Safety Action Plans.** Any safety plans will include actions to be taken to reduce off-duty risks affecting the community to include garrison and mission units.

3. **Sustain On-Duty Loss Reductions.** Garrison Commanders will conduct a comprehensive review of organizational civilian accident history to identify trends and associated costs. Use Federal Employees Compensation Act working groups to

1. Improve Safety Climate and Culture. Safety climate and culture produce a dynamic organizational environment in which the collective values, attitudes, knowledge, and behavior regarding safety are both defined and exhibited. An excellent safety climate and culture are the culmination of strategies that are formed, decisions that are made, procedures that are performed, and actions that are taken across the organization. An excellent safety climate and culture transform an organization from compliance driven into a climate and culture where safety is instinctive and intuitive to all missions and operations.

a. **Proactive and Predictive.** Our objective is to identify both situations and individual actions that contribute to accidents both on and off-duty, and then target efforts to reduce them. Evaluate your organizations to ensure you are addressing the work climate and culture both in depth and breadth. How well are you communicating your message and how far down does it go? Leadership tools and assessment strategies are available at the U.S. Army Combat Readiness Center - Cornerstone: <https://safety.army.mil/>

b. **Preventable losses are unacceptable.** Leaders at all levels are expected to take positive actions with respect to safety. Specific and measurable safety performance objectives are required in all Leader performance appraisals. Leaders will proactively identify those activities and operations contributing to unnecessary losses, and implement decisive and effective controls to make them safer.

c. **Army Readiness Assessment Program (ARAP).** Garrison Commanders will initiate an ARAP survey within 90 days of assuming command by pre-registering on the Combat Readiness/Safety Center website at <https://arap.safety.army.mil/> and ensure completion NLT 90 days after enrollment. Garrison commanders will also conduct a follow-up survey at their mid-tour. Garrison Commanders will back brief the Region Director within 90 days following their feedback session with the Army Combat Readiness Center. The back brief should include the command's planned intervention course of actions that will be used to strengthen weak areas identified in the survey. Garrison Commanders will also develop an action plan to implement planned intervention course of actions to implement the ARAP survey results within 30 days after the back brief to the Region Director.

2. Reduce Off-Duty Losses. Our goal is reduce and prevent off-duty accidents. Garrisons will examine the nature of off-duty accidents and losses, and develop countermeasures targeted at those activities and behaviors associated with the most significant risks. We owe it to all Soldiers, Civilians, and Family Members associated with our Army to provide the tools and advice they need to make wise risk decisions. Since off-duty accidents usually occur away from normal supervision and other on-duty controls, the involvement of peers, Family Members, and community resources can help extend the safety culture beyond normal duty hours and locations to prevent off-duty losses.

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determine effective prevention and return-to-work strategies, and redouble efforts to improve case management in order to return injured workers to employment. In addition, ensure that your programs maximize use of the DoD Pipeline and Voluntary Protection Programs.

a. **Loss Analysis.** The primary loss area for the Region is civilian accidents and injuries and their associated costs. Leaders and supervisors must identify those job categories and type injuries that contribute most significantly to their loss history, and target accident prevention countermeasures accordingly.

b. **Hazard Assessment.** Perform and update Job Hazard Analysis on all job functions. Supervisors and employees will perform these analyses jointly with assistance (if required) from the Garrison Safety Office. All Job Hazard Analysis will be reviewed annually and signed by supervisor and employee.

c. **Risk Mitigation.** Aggressively implement the following initiatives to reduce civilian accidents and injuries:

(1) Supervisors will conduct periodic, value-added safety training for employees to augment safety training courses available at the Combat Readiness University for employees. The Garrison Commander will determine the frequency and topics for these training sessions. Each supervisor safety training session should be no longer than ten minutes duration, hands-on, and focused on a hazard specific to the workplace or job function within the supervisor's span of control. Effectiveness of this training will be qualitatively evaluated during safety program evaluations.

(2) Garrison Commanders will convene a Safety Occupational Health Advisory Council (SOHAC) that meets quarterly to address Garrison safety and occupational health issues. Council membership includes the Garrison Commander, Command Sergeant Major, Deputy Garrison Commander, Garrison Directors and Special Staff, union representatives, IMCOM contractors, and tenant commands - as appropriate. The council makes recommendations to the Garrison Commander or performs safety and occupational health tasks as directed by the Garrison Commander. The SOHAC is the primary forum at the Garrison for addressing safety issues and is an excellent forum to address accident reporting and reduction efforts.

(3) Garrisons will actively promote use of the DA Form 4755 (Employee Report of Alleged Unsafe or Unhealthful Working Conditions) as an alternate method for employees to report suspected hazards. Each Garrison will develop the means to access an electronic copy of the form on the Garrison or Garrison Safety Office webpage along with instructions for electronically submitting to the Garrison Safety Office. The Garrison will ensure that personnel are aware of how to access the report along with its intended purpose. A key element to the success of this initiative is feedback provided to the person making the report.

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(4) Garrison Commanders will conduct an After Action Review (AAR) for all Class A and B accidents. Once complete, the AAR will be presented by the Garrison Commander or designated representative to the Region Director or Deputy Region Director.

(5) Garrison Commanders will ensure all Garrison Soldiers and civilians with Army Knowledge Online (AKO) access - that have not completed the required online safety courses - complete the following mandatory on-line occupational safety and health training at <https://safety.army.mil/training/DISTANCELEARNINGONLINETRAINING/tabid/1210/Default.aspx>:

(a) Military personnel (E5 – O5) and civilian supervisors in the organization must complete the online Supervisor's Safety Course.

(b) Personnel designated as managers of programs in the organization must complete the online Manager's Safety Course. Managers that have taken the online Supervisor's Safety Course are exempt from this requirement unless otherwise specified by the Garrison Commander or the Deputy Garrison Commander.

(c) Civilian employees not designated as supervisors or managers must complete the online Employee's Safety Course. Civilian employees that have taken the on-line Supervisor's Safety Course or the Manager's Safety Course are exempt from this requirement unless otherwise specified by the Garrison Commander or the Deputy Garrison Commander.

(d) All military personnel must complete the Composite Risk Management (CRM) Basic Course.

(e) All civilian personnel must complete the Composite Risk Management Basic for Army Civilian Employees. Civilian employees that have taken the online Supervisor's Safety Course, the Manager's Safety Course, the Composite Risk Management (CRM) Basic Course, or an equivalent Composite Risk Management Training Course are exempt from this requirement unless otherwise specified by the Garrison Commander or the Deputy Garrison Commander.

(f) All newly assigned or hired personnel must complete the above appropriate on-line safety courses within 30 days of assignment, if they cannot show proof they have taken the on-line safety courses previously.

d. Accident Reporting. A review of sample data from medical sources, casualty reports, significant activity reports and malfunction accident incident reports indicates significant underreporting of Class C and D accidents. On average each year, 77 Class A/B accident reports are not turned in or remain incomplete. Reliable and timely data is critical to accurately identify trends and understand their magnitude. It also aids in the

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development and dissemination of prevention programs, tools and material fixes from Headquarters, Department of the Army to the local level.

(1) Evaluate accident reporting procedures and make sure processes include cross checks with other authoritative sources to sufficiently capture and report recordable accidents. Safety Managers should proactively coordinate with other staff agencies to ensure effective communication of accidents.

(2) Supervisors directly responsible for the operation, materiel, or persons involved will report all Army accidents on a DA Form 285 Abbreviated Ground Accident Report (AGAR) IAW AR 385-10 that is sent to the U.S. Army Combat Readiness/Safety Center. Supervisors are required to use the ReportIt System available on the Combat Readiness Center website at <https://safety.army.mil/> to report all Army accidents IAW AR 385-10. Supervisors are expected to identify the root cause of each accident and describe corrective actions taken to prevent recurrence of the accident. Garrison Safety Offices will be copied on each AGAR/ReportIt report and assist in educating Supervisors on proper use of the AGAR/ReportIt report formats. Garrison Safety Offices will maintain the AGAR/ReportIt System Reports for at least five years before destroying the report. All workplace accidents must be reported to the Garrison Safety Office. Supervisors and safety staff must thoroughly investigate all workplace accidents, injuries, and near-misses to identify root causes and possible trends. Any occupational injury is a red flag that indicates a breakdown in the administrative and engineering controls intended to keep workers safe.

(3) Complete and submit all outstanding reports for FYs 2009 and 2010. Reduce the number of overdue reports from FY 2011 by 75 percent, striving to complete and submit them all as soon as possible following the end of the fiscal year.

e. **Preliminary Loss Reports (PLR)** – Leaders at all levels should use preliminary loss reports to communicate the magnitude of Army losses. PLRs are a critical tool to identifying and conveying lessons learned peculiar to a specific organization. Preliminary loss reports on selected Army accidental fatalities may be accessed on the Combat Readiness Center website at <https://safety.army.mil/>.

4. **Reduce Vehicle and Motorcycle Accidents.** The primary cause of vehicle and motorcycle accidents is a behavioral problem inherent in the maturity level of the group experiencing the most accidents - 19 to 24 year-old personnel. Young people in this age group think they are invulnerable. They are not.

a. **Monitoring and Enforcement.** Garrison Commanders will execute an aggressive program of random monitoring and enforcement of key traffic and safety rules, both at the gate and on the installation. They will ensure compliance with Army Regulation 190-5, Motor Vehicle Traffic Supervision. Motor vehicle citations will be sent to the unit commander/supervisor for action above any fine or points assessed. This alerts the commander or supervisor of risky behavior that can be an indicator for more serious safety problems in the future. Garrison Commanders will track this program and

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be prepared to brief the Region Director, as required. Monitoring and enforcement planning, execution, and results should be included in Garrison SOHAC meetings.

b. Motor Vehicle Safety Days. Garrison Commanders are encouraged to host Motor Vehicle Safety Days at least twice per year to increase awareness and reinforce the importance of motor vehicle safety. These campaigns should be done in full cooperation with the Senior Mission Commander and other tenant commands at the installation to maximize impact. Motor Vehicle Safety Days should be included on the agenda of Garrison SOHAC councils. Below are some strategies that have proven effective for motor vehicle safety campaigns:

- (1) Conducting a mock DUI or DWI trial.
- (2) Conducting increased inspections by security guards and Military Police to verify valid driver's license, registration, proof of insurance, or other motor vehicle documentation.
- (3) Conducting inspections by security guards and Military Police to verify compliance with seatbelt and cell phone policies.
- (4) Hosting a motorcycle poker run, motorcycle rodeo, slow race, ride straight awareness, or best safe bike competition.
- (5) Hosting speakers from local chapters of Mothers Against Drunk Driving, American Automobile Association, or other motor vehicle safety advocacy group.
- (6) Conducting a command supervised vehicle inspection program.
- (7) Providing a demonstration of the correct way to install child protective seats.
- (8) Hosting presentations by substance abuse counselors.

c. Army Traffic Safety Training Program (ATSTP). ATSTP is developed and implemented by IMCOM for the entire Army to teach Soldiers and civilians (Local Driving Hazards) how to assess motor vehicle hazards and ultimately make smart driving decisions.

5. Promote Privately Owned Weapons Safety Awareness. Incorporate weapons safety awareness into off-duty safety programs. Garrison Leadership need to work in coordination with Mission Commanders to ensure Firearms Safety is highly encouraged and publicized to prevent firearm incidents. Although weapons proficiency and safety is an inherent Army responsibility, many DOD or outside agencies are available to assist in providing training and information on the various types of privately owned weapons. Garrison Commanders should seek potential sources of privately owned weapons training in their local area and make sure the information is available to their Soldiers,

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Civilians, and Family Members. Awareness tools such as posters, videos and pamphlets are available at <https://safety.army.mil>.

6. Capture Best Practices. As our safety culture continues to grow and to improve, we are finding new solutions and developing new tools to improve safety performance. There are few safety problems or risks that are truly unique; others often encounter similar problems, and are always interested in accident prevention countermeasures that offer better results, save time, or save resources. Therefore, Garrison Safety Managers will begin documenting best safety practices and reporting them to IMCOM-Atlantic Region Safety Office to share with other IMCOM Regions and Garrisons to reduce and prevent accidents and injuries.