



## Fort Campbell, Kentucky Installation Safety Office

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# INSTALLATION SAFETY AND OCCUPATIONAL HEALTH ACTION PLAN 2012

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Mailing Address:  
IMAR-CAM-SO  
Bldg 2601 (2d Floor)  
Indiana Avenue  
Fort Campbell, Kentucky 42223-5617

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## CHAPTER 1 – INTRODUCTION

### 1.1. PREFACE - SAFETY & OCCUPATIONAL HEALTH ACTION PLAN

The installation Safety and Occupational Health Action Plan (SOHAP) applies to all IMCOM-AR, USAG Fort Campbell, Kentucky, Soldiers, Appropriate Fund (AF) / Non-Appropriate Fund (NAF) Civilian employees and contractors. The installation SOHAP provides policies and procedures to support a safe and healthy working environment for Fort Campbell Soldiers, Family members, Civilians and contractors. Commanders, Directors, Supervisors, Managers and employees are directed to support this plan to the full extent of their authority and/or responsibility.

Each Directorate will take the lessons learned from accidents in FY11 to improve their Directorate specific accident rate for FY12. **Command** must place emphasis on **Proactive Leadership Engagement** in the area of accident prevention at the Garrison level IOT reduce accident rates and adhere to the CSA Goals and the GC Goals for NAF. **Directors** must place emphasis on safety awareness and/or disseminate information to the workforce when accident rates increase and review non-recordable accident rates from FY11. **Managers and Supervisors** must develop, review, submit for approval at the appropriate level and disseminate Daily Risk Assessments on the task or mission at hand. Leaders at all levels must review the hazards associated with the task or mission and the control measures to mitigate those hazards IOT prevent accidents. Reviewing these hazards prior to work shifts beginning will increase employee SITUATIONAL AWARENESS (FY 11's #1 Root Cause for Accidents), thus improving employee focus on the task at hand, as well as reminding all employees of the hazards and control measures associated with the task, job or mission.

The Fort Campbell Strategic Plan expands the requirement for a Safety and Occupational Health Action Plan from the installation level down to all Directorates. Safety objectives and initiatives outlined in this action plan will be the basis for development of every Directorate's Safety and Occupational Health Action Plan. Preventing accidents and injuries and reducing associated losses must be the focus of every Commander, Director, Supervisor and Manager. The Installation Safety and Occupational Health Action Plan outlines vision, goals, and objectives for increasing operational, workplace, health and safety as well as reducing accidents.

This is a living document and will be refined and further developed in cooperation with safety and medical personnel communities and endorsed by senior leaders and management, in order to incorporate these objectives throughout the installation. It contains both mandatory and recommended events that will provide the tools for increasing safety awareness and reducing accidents. The mandatory events must be included in every Directorates Safety and Occupational Health Action Plan.

**1.2. SAFETY GOALS.** Safety goals evolve from numerous sources. This Safety and Occupational Health Action Plan is designed to focus on accomplishing all goals. To be successful, objectives and initiatives have been formulated which will provide effective and efficient movement towards meeting or exceeding established goals. Refined guidance will be incorporated into the Summer or Winter Safety Campaign Plans, to include mandatory safety stand down day training, as applicable.

**1.2.1. INSTALLATION GOALS**

GOAL 1: Enhance Support to Expeditionary Forces and Fort Campbell Power Projection Capabilities.

GOAL 2: Enhance Well-Being of the Military Community

GOAL 3: Develop and Sustain an Innovative, Highly Capable, Mission Focused Workforce.

GOAL 4: Sustain, Transform, and Modernize the Installation

GOAL 5: Promote a Safety Culture.

GOAL 4: Transform Business Processes to become Effective, Efficient and Equitable.

**1.2.2. INSTALLATION SAFETY OFFICE GOALS**

GOAL 1: Provide Systematic Management of Risk Through Analysis and Risk Assessment.

GOAL 2: Assist the Command with Fostering a Safety Climate and Culture Where Preventable Loss and Injury are Unacceptable.

GOAL 3: Provide Efficient and Effective Management of Army Safety Program Elements.

GOAL 4: Achieve a 20% Reduction in on Duty Accidents for AF/NAF Employees Using FY11 Baseline Accident Data.

## **CHAPTER 2 - DIRECTORATE REQUIREMENTS.**

### **2.1. REVIEW OF SAFETY AND OCCUPATIONAL HEALTH ACTION PLANS.**

Directorates will review their existing Safety and Occupational Health Action Plans (SOHAP), Emergency Action Plans (EAPs), and/or Directorate specific Standard Operating Procedures (SOPs) to ensure they conform to requirements of the 2012 Installation Safety and Occupational Health Action Plan. As a minimum, each Directorate will have a written SOHAP, EAP, and SOP as applicable. Subordinate plans should be developed as an "Action Plan" which provides guidance to employees on how the safety program is implemented within the Directorate. Plans will be reviewed by the SOH specialist assigned to that Directorate during the 1<sup>st</sup> Quarter of FY 12 in order to determine if the plan is written in accordance with guidance established in this document. An approved/signed Directorate SOHAP and EAP will be submitted to the ISO NLT the end of the 1st Quarter FY12. Plans will be adjusted as required to enhance performance levels and meet goals. In addition, Plans will be developed for all hazardous operations and posted in explosive and chemical operations workplaces. Commanders, Directors, Supervisors and Managers will ensure that all employees are knowledgeable of their plan and the plan is posted or available in the workplace.

**2.2. PURPOSE.** Commanders and Directors will focus on promoting a culture of safety awareness through employee training, enforcement of safety standards, implementation of Composite Risk Management (CRM) throughout all phases of the work plan development and daily operations, and effective communication of relevant safety topics and messages, all of which will enhance accident prevention. The most important communication involves the supervisor, manager or shop foreman to employee (or leader to group of employees) addressing the Work Hazard Analysis (WHA) and Job Hazard Analysis (JHA) associated with each task or job, implementation of control measures to reduce the risk of injury for the job or task at hand, and continued refinement or evaluation of the JHAs through lessons learned. The following paragraphs outline requirements which must be met to fulfill the strategic performance objectives. The content should be the basis for Directorate Safety and Occupational Health Action Plans; however, this action plan may not capture all concerns within every Directorate and should be supplemented based on activities and work place concerns.

**2.3. SUPERVISOR SAFETY RESPONSIBILITY / DUTIES.** As an IMCOM-Atlantic Region, Fort Campbell, Kentucky, supervisor, you are the key player in our Safety and Occupational Health Program. Supervisors set the standard for accident prevention. You are responsible for implementing written programs and action plans, monitoring employees' safety performance, and preventing operational safety errors. The Occupational Safety and Health Act of 1970, Part 1960 - Basic Elements for Federal OSH Programs and Related Matters|| (Executive Order 12196, Public Law 91-596) states:

*"Employees who exercise supervisory functions shall, to the extent of their authority, furnish employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm. They shall also comply with the occupational safety and health standards applicable to their agency and with all rules, regulations, and orders issued by the head of the agency with respect to the agency occupational safety and health program."* To properly exercise your responsibility, you must know the IMCOM safety rules and regulations and the rights and responsibilities of the employees you supervise.

**2.4. REGULATORY REQUIREMENTS.** The following is a list of Supervisor responsibilities but is not all inclusive.

a. Responsible for ensuring that all employees observe appropriate SOH rules and regulations.

b. Appoint in writing, place on orders and have personnel to serve as the Collateral Duty Safety Officer (CDSO) to provide collateral support to the Directorates, section or shop SOH program. One CDSO will be assigned to each section and/or shop within each Directorate.

c. CDSOs will enroll and complete the online Safety Officers Course and attend the local CDSO course in order to be "certified" to perform duties IAW AR 385-10 & DA PAM 385-10.

d. Conduct Pre-Job Safety Briefings. Safety orientation for new employees should occur during the employee's first week on the job.

e. Supervisors must ensure that the work environment under their authority is free from recognized or unacceptable hazards. Correct unsafe or unhealthful acts, conditions, and/or procedures. Investigate and correct hazards that are observed or that are reported to them, and if the hazard cannot be corrected, notify your Installation Safety Office and the organization CDSO. Conduct a follow up to see that the hazard, unsafe condition, or practice has been corrected.

f. Conduct periodic inspections of job sites to determine potential hazards. Safe working conditions can be achieved only by finding and eliminating unsafe conditions and practices.

g. Conduct Annual Facility inspections to enforce compliance with Army Regulations, Policies and OSHA Standards.

h. Investigate and report ALL on-duty accidents, injuries or illnesses IAW FY12 SOHAP Matrix. Accidents which are deemed Recordable must be annotated using DA Form 285-AB, Abbreviated Ground Accident Report (AGAR).

i. Develop, Validate and Review existing JHAs Annually.

j. Ensure employees are enrolled in appropriate medical surveillance programs in accordance with applicable SOH criteria and Army policies.

k. Ensure employees are provided with required personal protective clothing and equipment (PPE)

l. Develop, Disseminate and post Emergency Action Plans (EAP). At a minimum, EAPs and fire drills should be conducted annually unless specified in National Fire Protection Association 101 (Life Safety Code) or Army Regulations, for each section or shop.

## **2.5. TRAINING.**

a. Ensure employees receive proper training to work safely. It is management's responsibility to ensure that all employees are properly trained in order to perform their assigned duties safety and IAW job specifications. All safety training must be documented with the date, time and type of training, the instructor's name, organization and telephone number, and the number of personnel attending that training. Training may include formal classes, written tests, reading assignments, one-on-one discussions, on-the-job training, online training and skill demonstrations.

b. Beginning 1<sup>st</sup> Quarter FY12, CDSOs will be required to recertify every two years, as the Directorate/Section/Shop CDSO. This requirement will be met by attending a 4 hour local refresher course. Topics will cover the basics of CDSO duties and responsibilities, accident reporting and trend analysis and development or implementation of countermeasures. This is not an all inclusive list of the topics that will be presented.

**2.6. REPORTING.** CDSO and Directorates will report all accidents, near misses, training events completed and hazards identified during inspections to the ISO through their SOH representative.

Directorates will use Memorandum For Records (MFR) to report all items listed in the ANNEX A (FY 2011 Safety Occupational Health Action Plan Training & Reporting Requirements Matrix). *All Safety training and reporting requirements must be submitted to the ISO NLT Mid-week of the last week Ending the Quarter!* POC for the ISO: Mrs. Susanne A. Hansen, (270) 798-6995, [susanne.a.hansen@us.army.mil](mailto:susanne.a.hansen@us.army.mil) or Mr. Mark D. Blankenship, (270) 956-0876, [mark.d.blankenship@us.army.mil](mailto:mark.d.blankenship@us.army.mil).

- a. SEE Appendix B for an example of the MFR.
- b. SEE Appendix C for an alternate example of the MFR.

**2.7. IMPROVE SAFETY CLIMATE AND CULTURE.** One of the ways Commanders and Directors can “improve the safety climate and culture” is by building management support, creating awareness, and enforcing leader and employee accountability.

Leaders who believe in accountability view the disciplining of employees who consistently violate safety rules as a last resort. The main idea is to build a collaborative culture that promotes safety into the thinking of every employee who works or is assigned to Fort Campbell. Fiscal year 2010 and 2011 saw the installation invest an enormous amount of time and money into developing a Culture where Safety Awareness is not only promoted but followed! As a result of everyone’s efforts, the campaign of “Promoting a Culture of Safety Awareness”, Fort Campbell Strategic Plan 2011-2016, LOE5, has gained a foothold in day-to-day operations of the Fort Campbell workforce and Military community as a whole, and now it is time to take the next step.

Dan Petersen, a noted consultant in Safety Management and Organizational Behavior stated in his Article – Safety by Objective “...most Supervisors today know that they are responsible for safety, and they know what they should be doing, yet...they don’t do it. Why? Because they usually are not held accountable. That is, they are not measured in safety.”

The question isn’t whether or not Fort Campbell has reliable safety systems in place to prevent accidents, but rather, is everyone held accountable or does everyone follow the rules? An untrained employee who fails to follow established procedures should be *verbally corrected* and provided the proper training, *then be subject to progressive discipline for future safety behavioral or performance violations.* SEE Appendix D (Decision Point Flowchart) for - Application of Discipline.

A trained employee who fails to follow established procedures commits a safety behavioral or performance violation. Unsafe behaviors or performance contradictory to Army, USAG, Fort Campbell and Directorate written regulations, orders, rules or policies must be corrected by the supervisor.

Supervisors should use progressive discipline outlined in AR 690-700 Chapter 751 Table 1-1, paragraph B (Offenses warranting punitive discipline), Number 14 (Failure to observe written regulations, orders, rules, or procedures), Item (a and/or b), as applicable.

1. For the first offense an employee shall receive at a minimum a written reprimand.
2. For the second offense an employee shall receive at a minimum 30 day suspension.
3. For a third offense an employee shall be subject to removal.

These disciplinary actions should be used to address safety behavioral or performance violations at all levels of personnel.

Specific and measurable safety performance objectives will be required in all supervisor performance appraisals. The Garrison Command and Directors will proactively identify activities and operations contributing to accidents and losses, and implement decisive and effective controls to eliminate or prevent similar accidents in the future. The forum to discuss Installation level proactive and predictive actions is the Safety and Occupational Health Advisory Council (SOHAC) and the Collateral Duty Safety Officer/Employee Safety Committee Meeting.

**2.7.1. Proposed Actions.** Commanders, Directors, Supervisor's and Managers will use current guidance to positively affect and reduce the risk of on/off-duty activities for USAG personnel, Families, and Civilian employees. Guidance is provided in seasonal safety campaigns, training and information contained on the ISO's three websites (Intranet/Internet/ & Face Book), as well as media sources such as the Fort Campbell Courier/Face Book/ Campbell Connection, and Guardian 6 sends Announcements. ALL USAG Soldiers going on TDY, Leave, pass or PCS, IAW CG's Policy 13 (Fort Campbell policy on Safety Counseling) & CAM Reg 385-7, will access the CRC website, IOT submit a mandatory Travel Risk Planning System (TRiPS), which is used as a tool to mitigate risk during travel outside of the 100 mile radius of Fort Campbell. All Department of the Army Civilians prior to going on TDY must complete a TRiPS POV risk assessment.

IAW CAM Reg 385-7. When the automated system is not available, alternate documents will be used such as FC Form 4144, Pre-Pass and Leave Interview/Briefing or Fort Campbell's Off Duty Risk Assessment Card (Knowledge Share – Safety). These forms are not required when TRiPS can be accessed and printed. The intent of all counseling tools is to enhance the first/second line supervisor's engagement with the Soldier and/or DAC IOT ensure that all POV trip related risks are mitigated to the lowest level possible. Use of the TRiPS is encouraged for use by ALL employees working on the Installation.

**2.7.2. Seasonal Safety Days.** Seasonal safety days will be executed near the start of the fall/winter and spring/summer seasons. Selected days will consist of demonstrations, presentations, displays, promotional contests or activities to improve awareness of seasonal hazards and educate both military and civilians about the Army's on/off-duty safety programs. ISO will collect data on numbers of individuals attending or participating in the events. Directorates will report attendance information using the Memorandum for Record (MFR) format. SEE Appendix B & C.

**2.7.3. Accident After Action Review (AAR).** Garrison Commander will conduct AARs for all Class A accidents and present the AAR to the IMCOM Commanding General or Deputy Commander, in person or via Video Teleconference (VTC). Number of Class A accidents/AARs will be reported IAW CAM Regulation 385-7. Directors will prepare briefing slides IAW GC guidance and format furnished by the Installation Safety Office when required. Standard format is available using the following web link:

<https://portal.campbell.army.mil/FCPubs/default.aspx?RootFolder=%2fFCPubs%2fDocuments%2fFort%20Campbell%20Publications%2fFort%20Campbell%20Regulations&FolderCTID=0x012000DF6C8F3988D98641B94340DCC794C054&View=%7b6A21D44A%2d1F1F%2d42D9%2dB00C%2d0EAC2DC854D8%7d&PageView=Shared>

**2.8. COLLATERAL DUTY SAFETY OFFICER (CDSO) PROGRAM.** Directors are required to appoint CDSOs IAW AR 385-10, The Army Safety Program. The appointment orders will be forwarded to the ISO upon assumption of duties as CDSO. Directors will assign one CDSO for each Division/Section/shop within their organization. Consideration should be given to previous accident history, number of employees assigned and level of occupational exposure risks. CDSOs will be personally selected by the Director with consideration given to the employee's experience, knowledge and character. CDSOs serve as the first level of safety and health support for employees and supervisors. They conduct limited safety training (Supervisors retain ultimate responsibility for training), and they participate in safety and health meetings both at the Installation and Directorate level. CDSOs assist the supervisor in accident and incident reporting, training, and risk assessment/Job Hazard Analysis of various tasks. CDSOs must complete the USACRC Collateral Duty Safety Course on-line (IAW AR 385-10) within 30 days of assuming CDSO responsibilities and attend the one-day Fort Campbell CDSO Course in order to be certified and trained to perform the duties/responsibility of a CDSO. Organizations consisting of 10 or fewer employees (small organizations) will appoint one CDSO. On- Line enrollment website:

<https://safety.army.mil/Portals/training/DISTANCELEARNINGONLINETRAINING/tabid/1210/Default.aspx>

**2.8.1. CDSO Facility Inspections.** All facilities will be inspected for compliance with Occupational Safety and Health Administration (OSHA) standards annually. Annual safety inspections are required using checklist provided by the ISO. IAW AR 385-10 CDSOs will inspect all low risk facilities. Low risk facilities are those which do not require PPE for normal operations within the facility; such as administrative buildings, barracks, or offices. An ISO SOH Specialist will accompany CDSO's from the Directorate, on at least one inspection per year to ensure quality inspections are conducted. CDSOs will report the number of Low Risk Facility Inspections completed quarterly to the Installation Safety Office and submit a completed DA Form 4754, Violation Inventory Log or equivalent form to track hazards, control-options, implementation and effectiveness. CDSOs must follow-up on corrective actions and work orders identified from inspections. Medium and High risk facilities will be inspected by ISO SOH Specialists. ISO will coordinate with the CDSOs for inspection of Medium and High risk facilities. *(Supervisor retains ultimate responsibility for inspections).*

**2.9. CAPTURE BEST PRACTICES.** Directorates are encouraged to capture Best Practices. The ISO will continue to request that Directors submit and document best safety practices and

report them to the ISO on a quarterly basis. Fort Campbell SAVs & IMCOM-AR Safety CIPs will be used as a means to gather best practices.

**2.10. ARMY TRAFFIC SAFETY TRAINING PROGRAM (ATSTP).** The Army Traffic Safety Training Program provides training required for all Army personnel. The training is established to reinforce a positive attitude toward driving, individual responsibility, and correct response to routine and emergency driving situations. Each progressive traffic safety-training course builds on the previous module to reinforce the Army's expectations for a safe Army driver. The following website provides detailed list of all the ATSTP courses.

<https://apps.imcom.army.mil/AIRS/Login.aspx>

**2.11. SAFETY AWARDS PROGRAM.** The purpose the USAG Fort Campbell Safety Awards and Recognition Program is to recognize individuals who have made significant contributions to accident prevention and/or demonstrated excellence in safety. IAW AR 385-10 and AR 672-20 (Incentive Awards). All Directorates will develop a safety awards program to recognize the efforts of their personnel in support of the Installation's efforts to prevent and/or reduce on/off-duty accidents.

USAG Commanders, Directors and supervisors responsibilities are listed in GC Policy Letter 14- Safety Awards and Recognition Program. Policy Letter 14 applies to USAG Commanders, Directors, Supervisors and all Department of the Army Civilians assigned to USAG Fort Campbell.

### CHAPTER 3 – ACCEPTANCE SHEET

I have reviewed this document and certify that it contains content sufficient to guide program execution. My signature indicates my intent to take action to enhance the effectiveness of the plan in the interest of accident and injury prevention.



Garrison Commander

4 OCT 11

Date



Supervisor, Installation Safety Office

4 OCT 11

Date