



DEPARTMENT OF THE ARMY
HEADQUARTERS, 101ST AIRBORNE DIVISION (AIR ASSAULT) AND FORT CAMPBELL
2700 INDIANA AVENUE
FORT CAMPBELL, KENTUCKY 42223-5656

AFZB-CG

31 July 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Letter 13 – Affecting Readiness through Safety, Training and Leadership

1. The purpose of this memorandum is to reinforce the level of commitment needed from leaders of the 101st Airborne Division (Air Assault) and Fort Campbell in the pursuit of a higher level of safety, training, and leader engagement. Readiness is a command priority and is affected by the culture and climate of the installation and organizations. I expect every leader to use available tools and resources to mitigate risk and to build a climate that is standards focused.
2. As the Installation Commander, I am the Safety Officer for Fort Campbell. Commanders are the Safety Officers for their units. Safety is a commanders' responsibility and our leaders at all levels are to monitor, analyze, provide resources, and to report and inform on the safety readiness of the unit. Commanders are responsible for the execution of training, standards, discipline, and the level of engagement of subordinate leaders.
3. Commanders will ensure that the following requirements are met to the full extent of the program. These tools provide the assessment necessary to design your approach at changing the climate of your organization and the means to enhance leader engagement.
 - a. Army Readiness Assessment Program (ARAP)
 - b. Commander's Safety Course
 - c. Composite Risk Management (CRM) Basic Course
 - d. Army Accident Avoidance Course
 - e. Intermediate Driver's Course (Army Traffic Safety Training Program)
 - f. Additional Duty Safety Course
 - g. Travel Risk Planning System (TRiPS)

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h. Motorcycle Safety Foundation Course

i. Soldier Risk Index (SRI) Program.

4. Additionally, commanders will ensure the following actions are met:

a. Serious Incident Report Follow-up. Commanders will complete an accidental fatality after action review IAW CAM Regulation 385-7 with emphasis on findings, lessons learned and best practices. Fatality victims and their first line leaders counseling records will be available for review during the AAR process.

b. Battalion Commanders will register for the Army Readiness Assessment Program (ARAP) within 90 days of taking command. The commander will again take the assessment at mid-tour or 12 months into command. If the unit is deployed at that point, commanders will assess their capability to fulfill the requirement and request an exception through the Brigade commander to the Commanding General holding authority over the unit.

c. Battalion commanders and command sergeants majors will institute coaching, teaching, and mentoring as part of officer and NCO development or through a formalized Team and/or Squad leader course to enhance the effectiveness of our junior leaders and their ability to execute to standard whether in combat or garrison.

d. Company Commanders will identify high-risk Soldiers in their command by requiring leaders to maintain a Human Factor Readiness Risk Assessment checklist (enclosure). Pocket size booklets are available through the Army Substance Abuse Program (ASAP) coordinator. Company Commanders will ensure that leaders can contact these high-risk Soldiers 24 hours a day (home phone, cell phone) and be able to articulate what issues these Soldiers have and how to mitigate their risks. Every high-risk Soldier will have an assigned battle buddy. A battle buddy will know the location and how to contact their battle buddy 24 hours a day.

e. Commanders will provide SDNCO/CQs with instructions that assist in effective intervention when required. Equally important is empowered NCOs who can assist Soldiers having issues – NCOs knowledgeable on who to call and what action to take.

f. Commanders will use their safety resources and outside organizations as “ways” and “means” to assess and mitigate safety concerns. A safety chain from company through brigade level will be emplaced using safety professionals and additional duty safety officers/NCOs. This chain will be used for dissemination of information to enhance the efforts associated with this memorandum. Commanders will ensure that their safety officer/NCO has direct access to the commander for safety related issues.

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g. Counseling is mandatory and counseling records will be reviewed by the next level commander for any Soldier involved in a Serious Incident to determine if the leaders identified issues and were engaged with the Soldier.

(1) Counseling will occur prior to any Soldier departing on pass, leave, TDY or PCS. Soldiers using privately owned vehicles to drive beyond 100 miles of Fort Campbell will utilize Travel Risk Planning System (TRiPS); however, when not available, counseling will be documented on Fort Campbell Form 4144, Pre-Pass or Leave Checklist, or a unit designed counseling form. Intent is to ensure risk associated with the drive is mitigated through one on one engagement by the first line supervisor.

(2) Informal counseling focusing on vehicle and motorcycle safety, off duty safety to include drinking and driving, domestic abuse, weekend plans, and good order and discipline (barracks and otherwise) will occur by first line supervisors and their leaders throughout the week.

(3) Company level safety briefings will be designed to enhance the leader's ability to focus towards small group interactive sessions with their Soldiers versus large formation style briefings. Enhance discussions with pictures, video or other media sources when time and location permits. Company Commanders and First Sergeants will remain an integral part of those sessions bringing their experience and knowledge to bear where necessary.

(4) Companies will develop internal SOPs for these counseling sessions.

h. Composite Risk Management (CRM) will be trained down to the Soldier level. Soldiers must understand the process and how to mitigate risk whether on or off duty. Every leader will use CRM to optimize mission performance. We want a culture where CRM is an integral part of everyday life and climate where it is practiced, both on and off duty. Our goal is to use the five-step CRM process to obtain a high level of training realism, esprit and professionalism and accomplishes a level of force protection where preventable accidents no longer occur. Effective CRM will enhance our war fighting efforts by mitigating the combat associated risk factors which result in accidents.

i. Vehicle safety inspections will be documented IAW CAM Regulation 385-7, at a minimum annually, with the initial inspection conducted when the Soldier first arrives at the unit. Check rides are encouraged where a leader finds an opportunity to have the Soldier drive them to a destination in order to observe their current driving skills. Annual inspections will occur on motorcycles as well. Commanders will take steps to ensure newly assigned Soldiers requiring Motorcycle Safety Foundation training are scheduled and provided time to complete the two day course upon completion of in-processing to the unit (refer to CAM Regulation 385-7).

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j. Ammunition and Explosives (A&E) Accountability. Commanders at all levels will ensure that policies and standards are in place that provide for proper turn in, storage and accountability for all ammunition and explosive items. Steps will be taken to ensure that those responsible for A&E handling are provided time to execute IAW established standards. Any Soldier who knowingly disposes of A&E in dumpsters, training areas, roadways or other means to include misappropriation, will immediately be considered for UCMJ or administrative actions. Violations directly impact our environmental responsibilities as well as the well-being of our community.

k. Administrative actions for indiscipline, infractions, and off duty occurrences, which do not meet Army standards of discipline, will be taken swiftly. Confer with your staff Judge Advocate representative. All administrative actions taken as a result of violation of law and standards will be shared with the Soldiers of the owning unit as lessons learned.

l. Fire safety cannot be taken lightly. Commanders will use their Facility Maintenance Technicians (FMT) to do monthly inspections of billeting areas with special emphasis on smoke detectors and carbon monoxide detectors if applicable. Any room containing a broken, destroyed or dismantled smoke detector will be immediately reported for repair if beyond the FMT's capability. Commanders will take administrative or UCMJ action against Soldiers who damage such devices or make them inoperable due to the danger created for themselves and others.

m. Use leader TTPs for effective engagement such as:

(1) New arrival in-processing focused on the Soldier, to incorporate them into the daily activities of the organization so they become a part of the team. Engage through effective communication and learn what issues/concerns/thoughts they have and develop accordingly.

(2) Visitation of Soldiers at homes and billets to assess living conditions and identify safety and welfare issues. These visits provide an opportunity to assist the Soldier and the Families, but requires an invitation to enter their residence, whether on or off post. Even if not welcomed into the residence, the action can serve as an indicator and portrays caring leadership.

(3) Sit down with Soldiers to find out what they are doing on weekends or holidays. Be good listeners. Visit Soldiers in their environment such as the gym, DFAC, or evening hang-out areas.

(4) Know which Soldiers are having marital, emotional, mental and physical issues and get them the assistance through the appropriate agency.

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(5) Provide the Soldiers the opportunity to call their leadership if they find themselves needing assistance or guidance.

5. Our Civilian workforce is extremely valuable to the success of this installation and must be included in the efforts to enhance a strong and effective safety and occupational health program.

a. All employees must be held to standards which develop and maintain a climate where they identify, report and/or eliminate facility and equipment hazards.

b. Directors and supervisors will develop Job Hazard Analysis (JHA) worksheets for specific job tasks and ensure employees execute accordingly. Larger operations, or job tasks that are not routine, require formal CRM planning to mitigate risks.

c. All Civilian employees will have initial CRM training. Time will be allotted during the work day to complete the training. Steps will be employed at the Directorate/agency level to provide this training to new arrivals within their first 30 days. Directors will ensure that all employees, engaged in high risk tasks or operations, have received CRM and JHA training prior to execution of their duties.

d. I wholeheartedly support the Fort Campbell civilian Resource conservation program (CRCP) and expect the support of management along with the full cooperation of every employee. In those situations where accidents occur, I expect supervisors to take prompt action to care for the employee which includes filing of the incident with the Installation Compensation Program Administrator (ICPA), CPAC, within 24 hours.

e. The civilian workforce will participate in the Army Readiness Assessment Program survey IAW the timeline set by the Garrison Commander. Directors and supervisors will provide scheduled work time to meet the requirement during the 45 day survey window. Results of the survey will be shared among the workforce and steps taken to mitigate concerns as it pertains to specific directorates/agencies.

6. I expect all leaders to do their best with timely efforts to bring units up to standard; to improve leader engagement and to improve Soldiers' disciplined adherence to standards. This is about protecting the force and in the end, saving the lives of our Soldiers and our workforce.

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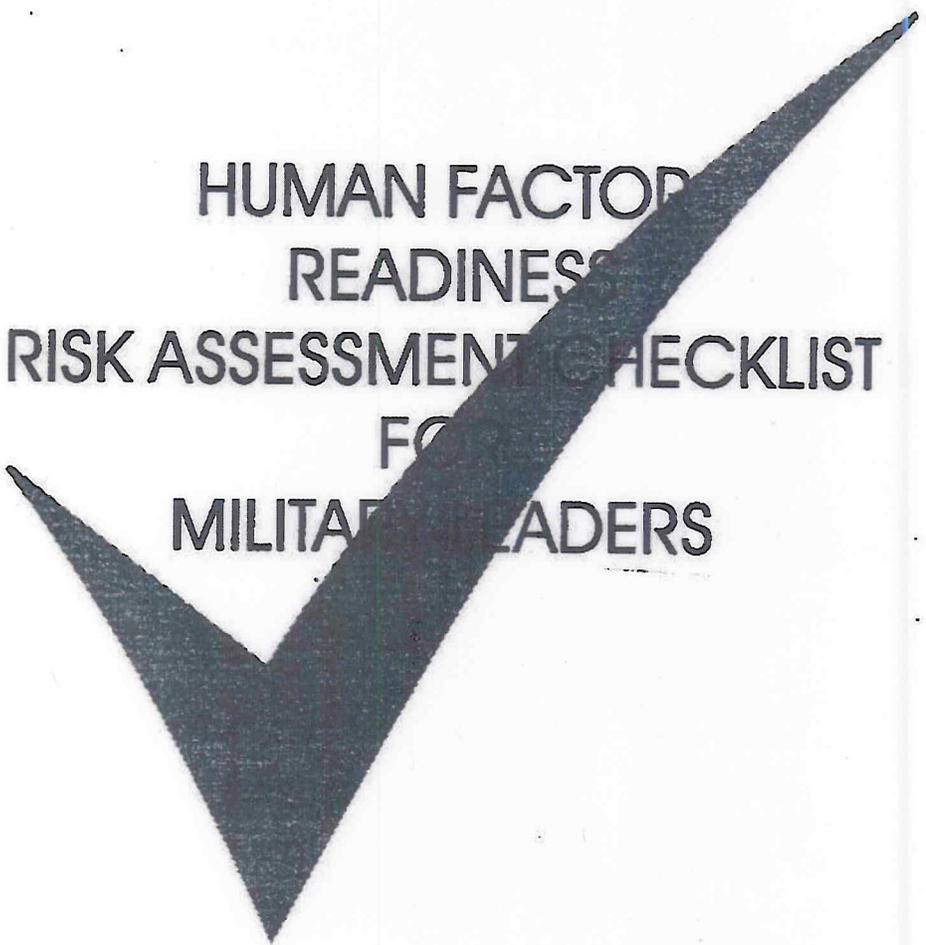
7. Finally, let me emphasize that ruthless enforcement of standards does not mean harassing Soldiers. Leaders must enforce the standards, instill discipline, and train our Soldiers to make the right decisions, on and off post, while always treating our Soldiers with dignity and respect. We will continue to make changes in our programs based on results and developments.

Encl
Human Factors Readiness
Risk Assessment


JOHN F. CAMPBELL
Major General, USA
Commanding General

DISTRIBUTION: A

**HUMAN FACTOR
READINESS
RISK ASSESSMENT CHECKLIST
FOR
MILITARY LEADERS**



PLATOON / SECTION / SQUAD / TEAM

LEADER'S NAME

INSTRUCTIONS

The risk categories, point values, and a sample soldier assessment are shown below. The definitions of risk categories are listed on the inside back cover of this booklet.

RISK CATEGORIES

- | | | |
|----------------------------------|-----------------------------|-------------------------------|
| 1. (20) SUICIDE POTENTIAL | 8. (6-12) SPOUSE ABUSE | 14. (4-8) HOUSING PROBLEMS |
| 2. (10-12) ALCOHOL / DRUG ABUSE | 9. (6-12) CHILD ABUSE | 15. (2-6) SAFETY |
| 3. (10-12) RELATIONSHIP PROBLEMS | 10. (6) STD'S | 16. (2-6) INJURIES/ ACCIDENTS |
| 4. (10-12) WORK PROBLEMS | 11. (4-8) AWOL POTENTIAL | 17. (2-6) FINANCIAL PROBLEMS |
| 5. (6-12) EMOTIONAL PROBLEMS | 12. (4-8) CRIMES (PROPERTY) | 18. (2-6) RECURRING SICK CALL |
| 6. (6-12) SEXUAL BEHAVIOR | 13. (4-8) LEGAL PROBLEMS | 19. (2-6) TRAFFIC ACCIDENTS |
| 7. (6-12) CRIMES (PERSONS) | | 20. (2-6) EQUAL OPPORTUNITY |

The leader should use sound judgement in scoring points, based on the seriousness of the offense. The higher the number, the more serious.

POINT VALUES

20+ = (VERY HIGH) IMMEDIATE INTERVENTION	5-12 = (MEDIUM) COUNSELING
13-19 = (HIGH) COUNSELING/POSSIBLE INTERVENTION	0-4 = (LOW) NO ACTION NECESSARY

NAME: Doe, Johnathan		AGE	STATUS <u>M</u> S D W		TOTAL
SPOUSE NAME: Jane		24	No. CHILDREN: 3		
CTGRY	POINTS	VEH TYPE(s):	HONDA ACCORD CHEVY TRUCK	TAG # 456-777 TN STATE 123-ABC SC	
		WPNS <u>Y</u> or N	TYPE(S) .22 rifle	LOCATION arms room	
Q1	17 2	3 Insufficient Fund Checks Drunk and Disorderly at Champions Club			14
Q2		<i>No Problems</i>			
Q3		<i>No Problems</i>			
Q4	4 13 5	2 Fights in motor pool Filed bankruptcy Moody and Angry			31

NAME:		AGE	STATUS: M S D W		TOTAL
SPOUSE NAME:		No. CHILDREN:			
CTGRY	POINTS	VEH TYPE(s):		TAG # STATE	
		WPNS Yor N	TYPE(S)	LOCATION	
Q1					
Q2					
Q3					
Q4					

NAME:		AGE	STATUS: M S D W		TOTAL
SPOUSE NAME:		No. CHILDREN:			
CTGRY	POINTS	VEH TYPE(s):		TAG # STATE	
		WPNS Yor N	TYPE(S)	LOCATION	
Q1					
Q2					
Q3					
Q4					

DEFINITIONS OF CATEGORIES

SUICIDE: Soldier is withdrawn, depressed or communicates suicidal thoughts, or intent.

ALCOHOL/ DRUG ABUSE: Soldier has tested positive for, or is suspected of illegal drug use. Known to abuse alcohol or has been apprehended for Driving While Intoxicated (DWI), Drunk & Disorderly (DD), Public Intoxication (PI), etc.

RELATIONSHIP PROBLEMS: Soldier known to have severe conflicts in relationship with spouse, children, or friends.

WORK PROBLEMS: Soldier is not a team player, does not get along with peers, consistently late for work, failure to complete assigned tasks, or lacks initiative.

EMOTIONAL PROBLEMS: Soldier is moody, irritable, angry, depressed or has low self-esteem.

SEXUAL BEHAVIOR: Soldier known to have multiple sex partners, or engages in unprotected sex.

CRIMES AGAINST PERSONS: Soldier has been the victim/perpetrator of an assault, kidnapping, sodomy, rape, adultery or forgery.

SPOUSE ABUSE: Soldier has communicated, been charged for, or known to be the victim/perpetrator of spouse abuse.

CHILD ABUSE: Soldier has communicated, been charged for, or known to have abused a child.

SEXUALLY TRANSMITTED DISEASES: Soldier has been diagnosed for a sexually transmitted disease such as HIV, Gonorrhea, Syphilis, Herpes, or Venereal Warts.

AWOL POTENTIAL: Soldier has been AWOL, or in the leaders view, the soldier has AWOL potential due to other allegations or problems.

CRIMES AGAINST PROPERTY: Soldier has been charged with shoplifting, theft of govt./personal property, auto theft or vandalism.

LEGAL PROBLEMS: Soldier has custody, alimony, support disputes or other legal problems which in the leaders view may be detrimental to the soldier's welfare and readiness.

HOUSING PROBLEMS: Soldier is in danger of losing quarters through eviction or has received a warning letter.

SAFETY : Soldier demonstrates unsafe work habits or personal behavior.

INJURIES/ACCIDENTS: Soldier has been injured resulting in lost work days

FINANCIAL: Soldier is known to have financial problems such as, bad checks, indebtedness, repossessions, calls from creditors.

RECURRING SICK CALL: Soldier uses sick call excessively,

TRAFFIC OFFENSES: Consider all moving traffic violations.

EQUAL OPPORTUNITY: Soldier is the victim/perpetrator of racial slurs, jokes or sexually offensive remarks.