

U.S. ARMY ★ ★ ★ ★ ★ ★ ★ ★ ★ ★
JOURNAL
★ ★ ★ ★ ★ ★ ★ ★ of Installation Management

WE ARE THE
ARMY'S HOME



PARTNERS IN
COMMUNITY



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From the
COMMANDING GENERAL

★ ★ ★ ★ ★ ★ We are the Army's Home ★ ★ ★ ★ ★



BUILDING A CULTURE OF SAFETY

As the organization responsible for building and sustaining the Army's Home, members of the Installation Management Community (IMC) make positive things happen every day in every aspect of the installation business. I tell anyone and everyone that I'm in awe of what this worldwide community accomplishes.

Yet our positive impact is diminished if we can't keep our Soldiers, Civilians and Family members from being injured or killed in senseless accidents. Despite our best efforts to provide a safe and healthful living and working environment for members of the Army Family, accidents continue to occur at a huge cost in medical bills, lost productivity and suffering on the part of accident victims and their families.

We have a diligent, committed cadre of safety professionals throughout our community and at the Army Combat Readiness/Safety Center at Fort Rucker. They make a difference. They provide a wide variety of safety services and resources: accident reports, statistics and research into accident trends; education and awareness products; the Army Readiness Assessment Program that is now mandatory for commanders; and tracking of occupational health and safety training. Our automobile safety programs are

showing enough success that other services are looking at them as benchmarks.

Still, accidents remain the leading cause of death in the Army. This is why IMCOM is committed to establishing a culture of safety as set forth in version 2 of the Installation Management Campaign Plan, released in October. While Safety is everyone's responsibility, creating a culture of safety is a leadership issue and one of leadership's greatest challenges. No matter how safe we make our environment, leaders can't watch everyone all the time to make sure they observe safety rules and avoid risky behaviors. Commanders and leaders at all levels have to lead the way in changing risky behaviors and empowering people to speak up when they observe hazardous conditions or risky behavior.

The safety challenge is not unique to IMCOM or to installation management. But this command has dual safety responsibilities to the Army: improving our own safety posture, while providing the safety support and services Senior Commanders and tenant units require to improve their safety performance.

We have devoted this issue of the journal to safety because I know we have a tremendous amount of collective experience, wisdom, and lessons learned (some no doubt learned the hard way), relating to safety issues. Anyone who has served in a leadership capacity has encountered and addressed the challenge of minimizing or eliminating accidents.

When I called for volunteers to write for this issue, I'm pleased to say more than 20 of our garrison leaders stepped forward with ideas and experiences they wanted to share. That gives us a tremendous breadth of experience to learn from – more than we can fit into the print edition. We chose

the ones we felt provided a good cross-section of perspectives and lessons learned. Because we want to make all those articles available to you, we created an electronic 'Journal Extra' on the journal page of the IMCOM website to share those articles.

I encourage you to read all the articles we collected in support of the safety theme. We are fortunate to have a feature article from the Director of Army Safety, BG William T. Wolf. Then, we have garrison leaders from around the world discussing the broad waterfront of safety topics. We have articles concerning safety programs on growing installations and on closing installations. We address the safety and occupational health arena, the emergency services context, and hazard control and management on worksites. We even have an article on what to do as a garrison leader when you realize you don't have a functional safety program.

Safety is the one endeavor for which the 80 percent solution just isn't good enough. The Army's Home has to be a Home Safe Home, and we need 100 percent success to achieve that goal.

Use this issue of the journal as a learning tool to keep you thinking about establishing and sustaining your own culture of safety in every corner of the Installation Management Community.

Lieutenant General Rick Lynch
Commanding General
U.S. Army Installation
Management Command

Assistant Chief of Staff
for Installation Management
"Defender 6"



U.S. ARMY JOURNAL of Installation Management

Winter 2011

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JOURNAL OF INSTALLATION MANAGEMENT

★ ★ ★ CONTRIBUTORS' GUIDE ★ ★ ★

Topics and Contributors

The U.S. Army Journal of Installation Management is the Army's print forum for ideas, experiences, case studies and opinions relating to the many disciplines that pertain to the broad area of installation management. Each edition will feature articles from a select group of garrison leaders and other contributors discussing topics relating to the issue's designated theme, which will ordinarily stem from some part of the Installation Management Campaign Plan (IMCP). The IMCP is available at the IMCOM Web site, <http://www.imcom.army.mil/hq/>.

Articles will be evaluated for consistency with commander's intent and for topical fit within the theme. All submissions are carefully reviewed and may be shared with a subject matter expert to provide a second opinion as to accuracy and relevance. Where appropriate to maintain consistent focus and high editorial quality, authors may be asked to clarify or expand on some aspect of their papers.

All articles should be titled and designate the name of the author(s) of record, along with a short bio of approximately 50-60 words.

Length

Articles should be of adequate length to engage a reader in a substantial exploration of the topic. A good average length is about 2,000-3,000 words, although longer articles are acceptable. Articles lacking in depth or substance will be returned to the writer with suggestions for bringing the work up to standard. If the standard is not achieved, the article will be excluded.

Manuscript Style

Writing should be clear and concise, ideas should be the author's own, and cited material must be properly accredited. We are looking for a scholarly or expository text—not a Command Information news story.

Standard article structure normally proceeds from a thesis statement, to three main points of discussion, followed by conclusion, recommendations, and summary. Proposal outlines or abstracts are not required, but will be considered and feedback provided if writers want to test an article idea.

The Journal does not require adherence to a particular academic style, but rules of good writing always apply. A good and widely available reference book is *The Elements of Style*, by Strunk and White. For articles with several citations, an academic style such as the American Psychiatric Association (APA) Style or the Chicago Style can be helpful in managing references. Word processing programs have made these citation protocols much more user friendly than in the past.

The following stylistic guidance is offered to answer the most frequently asked questions:

- Military ranks are denoted in the military style, i.e. LTC, MG, SGT, etc.
- Names of people and organizations are spelled out on first reference with the acronym, if any, in parentheses following. Thereafter, people are normally referred to by last name only—organizations by acronym.
- IMCOM style calls for capitalizing Soldier, Civilian and Family, listed in that order.
- Senior Commander and Region Director are capitalized, garrison commander is not.

Although most of the audience is senior installation management professionals, vocabulary should be accessible to a general college-level audience, with technical or function-specific language used only as necessary and explained to the extent practical. The editorial staff will edit all manuscripts for general rules of good grammar and style. Substantive changes will be referred to the author for clarification. Editors will also consider security and appropriateness when editing manuscripts.

Writers should include a short biography that mentions current duty assignment, education, and any credentials or experiences that establish the writer's topical authority. Also include contact information that allows editorial staff to reach you. We will not publish contact information.

Accompanying Material

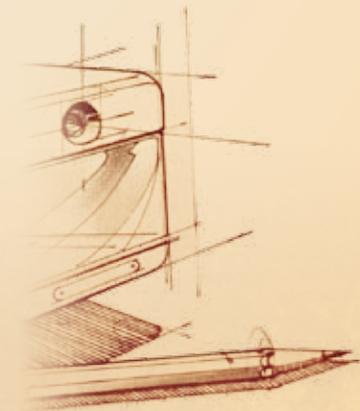
Photographs, charts, and other supporting visuals are encouraged, but will often have to be modified or recreated by the designers for reproduction quality. Photos must be print quality—normally 300 DPI or higher. Do not embed visuals into the text of an article—instead, submit them separately, with identifying information and relevance to the article.

Clearance

All articles and supporting visuals must have any required clearance for operational security. Editors will also screen for public releasability.

Engage the Audience

Authors wishing to invite discussion from community members are welcome to reference their articles in posts to IMCOM Garrison Commanders' Net, an Army Professional Forum established for members of the IM Community. Just log in to www.garrisoncommand.com and register with your CAC or AKO account if you're not already a member. Garrison Commanders' Net is not affiliated with the Journal.





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**U.S. Army Journal of
Installation Management**

Produced by the United States Army Installation
Management Command Public Affairs Office.
11711 North IH 35, San Antonio, TX 78233.

The journal is published quarterly for senior
leaders and stakeholders in the installation
management community.

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Improving Safety Within the Army Family

by Hon. Katherine Hammack, Assistant Secretary of the Army, IE&E

Although safety is critical for every workforce throughout every business and industry, no other private or public sector group confronts the challenges and dangers that we do in the Army, as we continue our efforts to defend this great nation.

Our Army is in the business of sustaining readiness in a global environment that is fraught with serious dangers, hazards, and threats—both on and off the battlefield. If you think about it, we have a particularly unique safety challenge to meet within the Armed Services. We are not only responsible and accountable for our Soldiers, but we're also responsible for our Families and Civilians. The sheer volume and diversity of our community is truly immense. We are accountable for our workforce while they are at work and while they're at home. Although safety is critical for every workforce throughout every business and industry, no other private or public sector group confronts the challenges and dangers that we do in the Army, as we continue our efforts to defend this great nation.

Having spent time working in the private sector, I've long observed the various safety challenges that exist throughout industry. These challenges are very real and can involve situations that are serious and potentially life-threatening. However, the challenges the Army confronts everyday far exceed the scope of any other single organization. It still amazes me just how large and diverse we are, and because of our immense size and diversity in personnel, in operation, and uniqueness of

mission, we have extraordinary scope in both function and purpose. Simply put, the Army and its safety program is in a league of its own.

Undoubtedly, we share similar compliance requirements with other parts of the federal government, and we most definitely benefit from shared best practices and lessons learned from various other organizations, but the practical application of safety within the Army is entirely unique. This means there is no standard safety roadmap for success or commercial off-the-shelf option that we can apply that would be entirely relevant or appropriate to our organization. Thus, if we want to achieve better safety results, we're going to have to figure out how to do it ourselves. And who better to take on this challenge than us? We know ourselves the best. We know how we work, how we operate and what we require to get the job done. And most importantly, we know that Soldiers and Families are at the heart of all we do. We must establish our own safety roadmap for success, and make sure we've got the right policies and programs in place that can help us achieve significant improvements.

As Assistant Secretary for Installations, Energy and Environment, I have the

responsibility for policy development, outreach, advocacy and oversight of Army safety programs. The purpose of our efforts is to preserve capabilities and enhance the force by providing a safe environment for our Army Family. Ensuring safety and health is a top priority for the Army, and must be echoed by all commanders, leaders, supervisors and NCOs at every level. If you haven't read the Army Safety and Occupational Health (SOH) Strategic Plan, I strongly encourage you to take the time to do so and better understand your role. The plan communicates the Army leadership's commitment to the safety and health of our Soldiers, Families, and Civilians. It also outlines objectives for increasing operational and workplace safety and health and provides strategic planning and direction for Army safety and occupational health programs. We have committed to a culture in which safety and occupational health are enablers of Army readiness and quality of life. The SOH plan sets us on a path to achieving that goal.

Establishing plans, objectives, and regulations—and enforcing those regulations—will allow us to always be “safety ready.” This is no small task! This will require training the workforce by integrating effective safety measures into all



of our programs, processes and actions. The efforts to create a safety-conscious culture within the Army will surely be demanding, particularly for garrison commanders and Safety managers, but if we do not treat safety as a priority we fall short on our commitment to provide a safe environment for our Soldiers, Families and Civilians. Falling short on safety is not an option.

In July 2010, President Obama outlined an aggressive plan for the Federal government - including the Armed Forces - to improve safety performance and reduce workplace illness and injury. The “Protecting Our Workers and Ensuring Reemployment” (POWER) Initiative challenges the Army to reduce lost work time rates and find ways to further decrease total illness and injury case rates, during fiscal years 2011-2014. President Obama believes that

many work-related injuries are preventable, and executive agencies should do more to improve overall safety and health in the workplace. I agree with the president and support his efforts to improve safety performance, not only in the Armed Forces, but in other federal organizations as well. I am pleased that the Army has been proactive in this area and has already incorporated several elements of the president’s guidelines into its SOH Plan.

The Army has always placed a premium on the health and readiness of both our military and Civilian workforce as a means to ensure readiness, productivity, and morale. Tremendous progress has been made over the last eight years. The Army reduced the number of lost Civilian work days due to accidents and illness by 40% in FY09 compared to the baseline established in FY02.

However, the number of Civilian lost work days regrettably increased slightly in FY10. This increase is an early indication that we must do more to reach the Secretary of Defense’s goal of a 75% reduction by 2015. New and innovative approaches are paramount to improve our safety management systems. We have to start employing “outside the

box” thinking so we can better protect our most cherished assets—our Soldiers, Families and Civilians.

ACHIEVING A HIGHER SAFETY STANDARD:

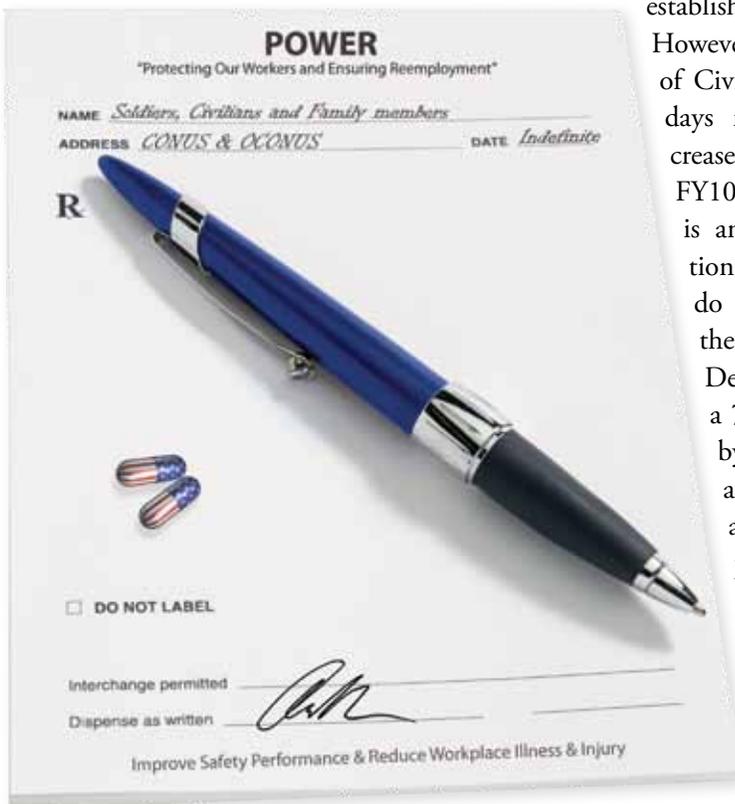
Focus on VPP and CP-12 Programs

There are two existing safety programs that commanders can utilize to achieve improvements in health and safety performance, the Voluntary Protection Program (VPP) and the Army Safety and Occupational Health Management Career Program 12 (CP-12).

Voluntary Protection Programs (VPP)

One of the ways the Army is working to reduce mishaps and improve safety management system performance involves the implementation of the Department of Labor’s Voluntary Protection Program (VPP) at Army installations and operating sites. Administered by the Occupational Safety and Health Administration (OSHA), the VPP promotes effective worksite-based safety and health by comparing existing site safety and health management systems against “best in class” criteria to identify and close gaps, thereby improving performance. It involves a leadership decision to go beyond the minimum required by Federal law to achieve world-class performance. The VPP is already strongly recommended by Army Regulation (AR) 385-10, “the Army Safety Program,” to commanders as a means to improve safety performance, and aligns with Army philosophy, policy, regulation, and our SOH plan.

Think of the VPP as a tool in the Army safety toolbox that commanders can





Think of the VPP as a tool in the Army Safety toolbox that commanders can utilize to help achieve our ultimate goal—a reduction in accidents.

utilize to help achieve our ultimate goal—a reduction in accidents. VPP means that commanders, supervisors, employees and military members at all levels will lead the transition from a system managed solely by SOH professionals to a continuously improving, “best-in-class” injury and illness prevention system where everyone is a stakeholder. All personnel will take charge of their own safety and occupational health issues and, as importantly, they will assume SOH responsibility for their fellow Soldiers and coworkers. Contractors will be held responsible for their safety and health program, but they will be required to strive toward providing their employees safety and health protection equal in quality to that provided Army employees. Compliance alone is not sufficient; the VPP focuses on safety and health performance.

The Secretary of the Army directed implementation of the VPP throughout the Army in March 2006. In executing the VPP, the Army has already built on existing SOH management systems in creating collaborative partnerships among leadership, unions and employees, and OSHA. We must be diligent in continuing these efforts. As VPP principles and key concepts are taught across the Army and incorporated into our work processes, they will be used with the Army Operational Risk Management (ORM) program so that every Soldier will have a fundamental safety situational awareness. This will produce a cultural change

across the Army that instills a sense of inherent responsibility and accountability for recognizing and acting to correct unsafe and unhealthy conditions in every situation.

Organizations outside the Army that are the most successful in implementing VPP are those who take advantage of the creative capabilities of their employees. These same organizations that reach “Star” status, the highest level OSHA sets for qualified sites, experience a significant decrease in occupational mishap, illness and incident rates. By conferring “Star” status on an organization, OSHA recognizes and confirms that the safety and occupational health management system in operation at the site has moved beyond mere compliance with federal safety and occupational health requirements into genuine world-class performance. The average VPP Star site has injury rates that are 52% below their industry average.

While the VPP reflects “best in class” performance criteria, the fact is that current DoD and Army regulations already dictate requirements and performance standards that are compatible with VPP. Commanders and military leaders familiar with the benefits of implementing VPP criteria support implementation because it promotes continuous improvement and it is universally applicable to civilian and military safety management systems.

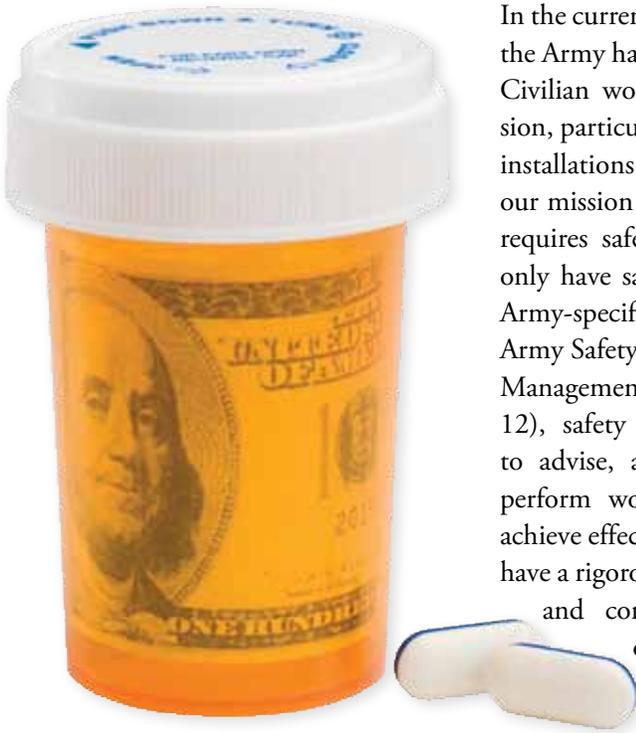
Army implementation of the VPP

applies to all Army personnel to include active duty, Army Reserve Component, and Civilian employees. The Army National Guard (ARNG) has already developed its own approach for VPP execution. Union participation is a crucial element of the VPP, and installations must ensure bargaining unit officials are apprised of and included in the installation’s VPP efforts as early as possible. The VPP will apply to the Continental United States (CONUS), through use and implementation of the OSHA VPP criteria. The VPP will also apply to Outside the Continental United States (OCONUS) but will rely on an Army-developed assessment system that will evaluate and recognize excellence through processes internal to the Army.

The VPP presents the Army with a proven methodology to better protect its workforce, reduce costs, and improve readiness. Managers, employees and union representatives have come to recognize and embrace the VPP as a tool to prevent injuries to themselves and their co-workers. The VPP has already yielded impressive reductions in workplace accident and illness rates at DoD VPP locations. According to OSHA, DoD VPP Star sites averaged 69% lower incidence rates and 62% lower lost day rates than comparable civilian industry. Corresponding cost savings due to the lower rates range from \$73,000 to more than \$8.8 million, depending upon the size of the workforce.



...lost work day rates have decreased by as much as 70%, with associated cost avoidance that ranges from \$200,000 to as much as \$900,000...



The Army's direct experience with the VPP over the past three years also reveals that the benefits of implementing the program can pay early dividends by protecting the health and safety of Soldiers and Civilians, as well as preventing the loss of resources to pay unnecessary worker compensation costs. As of June 2010, the Army has begun implementing the VPP at 49 sites with a combination of DoD and Army funding. At those sites actively working toward "Star" recognition by OSHA, 3-year annual lost work day rates have decreased by as much as

70%, with associated cost avoidance that ranges from \$200,000 to as much as \$900,000 depending upon the installation. Likewise, 3-year illness/injury rates at these same Army VPP sites have decreased an average of 29%, with associated cost avoidance of \$1.45 million.

Army Safety and Occupational Health Management Career Program 12 (CP-12)

In the current era of persistent conflict, the Army has increasingly relied on the Civilian workforce to meet our mission, particularly our safety mission on installations. Because of the nature of our mission and operations, the Army requires safety professionals that not only have safety experience, but have Army-specific expertise. Under the Army Safety and Occupational Health Management Career Program 12 (CP-12), safety professionals are trained to advise, administer, supervise and perform work to help commanders achieve effective safety programs. They have a rigorous initial training regimen and continue their professional development in order to maintain their competency and relevancy.

AR 690-950, Career Management, governs the development, operation and administration of the Department of the Army (DA) civilian career programs. There are 25 Army career programs, which represent approximately 90,000 DA civilians from the "white collar" professional and managerial career fields. The various career programs are, in functions and responsibilities, the rough equivalent of the Army's officer branches. One of these career programs can be leveraged as another effective tool in the Army Safety toolbox—the

Army Safety and Occupational Health Management Career Program 12 (CP-12), which focuses on preparing civilian safety and occupational health professionals to tackle challenging assignments all over the world (including combat operations, humanitarian operations, contingency operations, peace-keeping operations, etc).

All entry level CP-12 interns complete a 2-year intern program, which includes 15 weeks of formal training at the Army Combat Readiness/Safety Center, with the remaining time spent in specialized and on-the-job training. Interns who successfully complete the program earn the Certified Safety and Health Official designation from Eastern Kentucky University (an approved Occupational Safety and Health Administration Training Institute Outreach Center). In addition, interns are required to pass the Occupational Health and Safety Technologist (OHST) national certification exam.

Civilian safety and occupational health professionals are trained through a series of challenging assignments all over the world, including combat operations, humanitarian operations, contingency operations, peace-keeping operations, etc. While in CP-12, participants are assigned to the Army's combat centers and schools and participate in joint exercises to gain valuable hands-on experience, preparing them more effectively for real world situations. They are also exposed to safety operations at Army installations, labs and depots. Participants are trained to anticipate and identify hazardous conditions and practices; assess risks; develop hazard control designs, methods, procedures and programs; implement, administer and advise others in hazard control initiatives; and measure,



*Some improvements may seem relatively small, **but when lives and well-being are at stake**, even the smallest improvements can be extremely meaningful.*

audit and evaluate the effectiveness of accident prevention programs.

CP-12 is designed to develop safety personnel to assist commanders and directors in the protection of the force through risk management to achieve the mission. It is a proven tool that, when utilized, will help us achieve positive safety results.

Bottom Line: Become Adaptive

Whether through a worksite-based safety and health management system like the VPP, through a safety management career program like CP-12, or through other programs and processes, there are countless ways to achieve improvements in safety. Some improvements may seem relatively small, but when lives and well-being are at stake, even the smallest improvements can be extremely meaningful. Commanders must ensure that personnel have access to safety programs and tools like VPP and CP-12. Everyone must be encouraged to keep their safety skills current and to think “outside the box.” The only way we’re going to be successful is if we can innovate and adapt to our surroundings—that is true in virtually every aspect of what we do. When we effectively meet today’s safety challenges, we’ll be better prepared to meet the challenges that lie ahead.

While our business is ensuring mission accomplishment, we’re also in the business of ensuring that the mission is accomplished in the safest means

possible, and that our Soldiers are provided with all the tools in our safety tool box. When accidents do occur, they directly involve our most cherished assets—Soldiers, our Families and Civilians. Safety lapses are not abstract, they are real and personal.

An effective safety program can literally mean the difference between life and serious injury or death. Although we can point to decreases in accidental incidents and injuries, we still have significant work to do to continue to reduce the number of accidents, illness and loss within the Army Family. Safety is a force multiplier and, as such, safety is everyone’s business. Army safe is Army strong.



Ms. Katherine Hammack is the Assistant Secretary of the Army for Installations, Energy and Environment, serving as the primary advisor to the Secretary and Chief of Staff of the Army on all matters related to Installation policy, oversight and coordination of energy security and management. Ms. Hammack has more than 30 years experience in energy and sustainability advisory services. She holds a Bachelors Degree in Mechanical Engineering from Oregon State University and an M.B.A. from the University of Hartford. She is a founding member of the U.S. Green Building Council in Washington, D.C.



Soldier Safe, Army Strong

by **BG William T. Wolf**, Director of Army Safety and

Commanding General, U.S. Army Combat Readiness/Safety Center

To outside observers, the concept of a “safe” Army may seem counterintuitive. After all, the profession of arms is an inherently dangerous business, and the stereotypical risk-taking military personality prevails in popular culture through movies, books and the Internet. Accident statistics, however, prove reality is in fact quite different. Our Army is now the safest it has perhaps ever been, even in the midst of our nation’s longest continuous conflict. The close of fiscal 2010 marked our fifth consecutive year of

reductions in fatal on-duty accidents, and now our biggest challenge is shifting that momentum to off-duty accident prevention. Garrison commanders are key stakeholders in this effort, for they provide safe homes for our Soldiers and facilitate the efforts of our mission commanders outside theater. The most critical aspects of our Army’s continuing safety transformation include culture change that promotes risk management as a lifestyle; proactive engagement by leaders, Soldiers, Family members and Civilians, begin-

ning with those at home station; and rediscovering the “lost art” of garrison leadership at the junior leader level.

Safety performance then and now

Throughout the late 1970s and into the early 1990s, our Army was in a state of extensive transition. Then, we were still building our nation’s first all-volunteer, peacetime force and developing radically new technologies that would sustain combat power through the “next war” and beyond. What we did not completely understand, however, was the direct impact of Soldier safety on the health and strength of our force. The numbers are grim: During the 1980s, we lost an average of 415 Soldiers every year to accidents, and during Operations

10 Year Trend (2000-2010)

(Accidental Fatalities as of 28 OCT 2010)



In the years immediately following the September 11 terrorist attacks and commencement of Operations Enduring Freedom and Iraqi Freedom, the Army experienced a spike in accidental fatalities that peaked in fiscal 2005. Since then, the force has largely sustained a downward trend that resulted in the lowest accidental fatality rates on record during fiscal 2009 and 2010.



Desert Shield and Desert Storm, more Soldiers died from noncombat causes than contact with the enemy.

Looking back on those days, it is incredible how our modern Army has transformed into not only the world's supreme fighting force, but also its safest. Despite nine years of persistent conflict, our accidental fatalities have fallen near the record-low peacetime levels seen during the four years prior to Sept. 11, 2001. This is no small accomplishment, and our leaders and Soldiers in the field deserve credit for keeping our accident numbers on an historic downward trend throughout fiscal 2010. The positive effects of engaged leadership and Soldiers looking out for each other cannot be overstated.

Yet, in many respects, our Army con-

tinues to struggle with both on- and off-duty safety challenges. On the ground, new and better combat vehicles are constantly being fielded to meet the enemy's rapidly changing tactics, but past problems with speed and nonuse of seat belts and restraint systems, combined with a difficult and complex operating environment, continue to pose risks for drivers, passengers and gunners. In the air, familiar issues such as crew coordination, complacency and overconfidence, assumption of low risk and poor mission planning in areas ranging from power management to brownout remain deadly problems, even as the demand for aviation assets has reached an all-time high.

Off duty, the ever-present threats of privately owned vehicle accidents and other hazards continue to claim more

Soldiers annually than all accidental on-duty losses combined. The vast majority of our accidental losses each year occurs after duty hours, and fiscal 2010 was no exception. At year's end, more than 70 percent of all accidental Soldier deaths occurred off duty, and approximately 64 percent of that number were attributed to privately owned vehicle and motorcycle accidents. Indiscipline was cited as a primary contributor in many of these cases, with excessive speed, alcohol and nonuse of either seat belts or personal protective equipment continuing as the top three factors listed in most accident reports.

Soldiers are the centerpiece of our Army, and every death has a detrimental effect on our total force. Unlike the Army of 30 years ago, we now clearly understand that safety is in-

Organized rides through command-sponsored initiatives like the Motorcycle Mentorship Program provide an excellent opportunity for leaders to engage with Soldiers on motorcycle safety. The MMP is designed to foster a safe riding environment in the unit or on the installation by pairing novice and experienced riders as "battle buddies" to look out for one another.





Privately owned vehicle fatalities continue to comprise the largest share of accidental Soldier deaths annually. Indiscipline issues such as speed, nonuse of seat belts and alcohol are the factors most commonly cited in fatal POV accidents.

extricably linked to Soldier readiness and strength. Everything we do as leaders should be for the good of our Soldiers—they deserve all our efforts to sustain their health and well-being, both in theater and at home.

Building a safety culture, one unit and Soldier at a time

Within our Army, there is a unique culture built upon common core values and shared historical traditions that transcend branch or MOS. But when you look at units individually, other distinct cultures become apparent. For example, infantry units have

a culture different from armor units, and within aviation, unit culture can vary with aircraft type. These diverse cultures are a good thing; camaraderie is strengthened through shared experiences and mutual understanding.

The remarkable aspect of safety is its relevance in any culture. Unfortunately, however, safety has often been regarded as a regulatory requirement rather than a flexible process adapted to a unit's unique needs. Making safety a fundamental value that is part of every culture will require changing the way we think about it, moving from a compliance-

based mindset to one focused on creativity and active Soldier participation.

How do we go about making this transformation? We have learned there is no one-size-fits-all “cure” for the safety issues we see most often, things like seat belt nonuse and speed in privately owned vehicles. Instead, safety programs must be driven by conditions on the installation and within the unit itself. Leaders can start by identifying the strengths, limitations and resources of their individual organizations. The next step is to take our Army's existing safety programs, messaging and tools



During the past five years, we have found that engagement by three key groups—leaders, Soldiers and Family members—is the best potential solution for nearly all our safety issues.

and tailor them to the unit's culture. Factors such as average Soldier age, unit OPTEMPO, deployment schedules and various other factors must be taken into account as leaders develop safety programs targeted to their unit's needs.

Even the greatest safety program will be ineffective, however, if it is not put into practice every day with buy-in from Soldiers at all levels. Change must come from the top and bottom simultaneously, with both leaders and subordinates participating in the process. The end goal is to foster a culture where every individual is an active owner of his or her personal safety and the composite risk management process. This step is perhaps the most difficult, but it also pays the greatest rewards in protecting our Band of Brothers and Sisters.

The transformation to a culture that embraces safety does not stop at the installation, unit or Soldier level; on the contrary, our Families should be involved in the process as well. Families are the source of strength for most of our Soldiers, and their inclusion in the safety culture is critical to our success. Soldiers who are continuously exposed to cultures that embrace safety will be well equipped to counter any risks they face, whether on or off duty.

Eventually, culture becomes part of the individual, and that is what we want to happen with safety. We want our Soldiers to carry safety with them

wherever they are and whatever they are doing, whether it is on duty in the combat zone or off duty back home. Ultimately, the key to culture change is engagement across all levels of command, among Soldiers and within the intimate bonds of Family.

Engagement: A cornerstone in the fight against accidents

During the past five years, we have found that engagement by three key groups—leaders, Soldiers and Family members—is the best potential solution for nearly all our safety issues. The most passionate advocates we have for Soldier safety are the people who actually do our Army's business every day. They are both the owners and implementers of our safety programs, and substantial reductions in fatal accidents would not be possible without their active involvement. Although the individual is ultimately responsible for making the right safety decisions, Family members, friends and of course, leaders, should never underestimate the impact they have in preserving and protecting our nation's most precious resource, our Soldiers.

For leaders, safety is a duty and a responsibility, and it is imperative they take an active interest in the lives of their junior Soldiers. Engaged leadership means not just talking to Soldiers, but actually listening to what they say and steering them in a safe direction when necessary, both on the job and off. Only through direct communica-

tion can leaders identify the high-risk behaviors that put their Soldiers in the greatest danger. Engaged leadership also means providing a positive role model for subordinates, so leaders must realize they are not exempt from the standard—rather, they are the standard bearers within their formations.

A fundamental task of engaged leadership is ensuring Soldiers know and follow the standard, wherever they are and whatever the mission. Tactical vehicle operations provide a great exercise in standard enforcement for leaders, from verifying all drivers are properly licensed and trained to ensuring pre-combat inspections and safety briefs are performed before each and every mission. The same concept holds true for off-duty activities, especially for Soldiers who ride motorcycles. Garrison commanders can make a great impact with their motorcycle riders by guiding them through the licensing and training processes mandated by Army policy and encouraging leaders to enroll their units in the Motorcycle Mentorship Program.

One of the most valuable aspects of leader engagement is firsthand knowledge of the unit's safety climate. By enrolling in the Army Readiness Assessment Program, commanders can identify shortcomings and hazards within their units and develop measures to take corrective action. The program consists of an anonymous survey administered to all unit mem-



bers and a one-on-one feedback session between the commander and USACR/ Safety Center experts that addresses issues revealed through the survey results. Feedback continues to be overwhelmingly positive, and our decreased accident rates indicate commanders are taking the program seriously.

Full engagement means leaders must use every tool available to them, and one of the most effective weapons commanders have in their safety arsenal is the highly trained safety professionals within their installations and units. All Army safety personnel are credentialed through one of three programs facilitated by the USACR/ Safety Center—Career Program-12 for Civilian professionals, Aviation Safety Officer Course for aviators with a safety career track, and Ground Safety Officer Course for Soldiers assigned to safety billets. The CP-12 program in particular achieved several important milestones during fiscal 2010, including recognition and accreditation by the American National Standards Institute and endorsement from the Department of Defense as the service leader in safety professionalization. Our Army's uniformed and Civilian safety professionals are an indispensable resource for leaders and Soldiers at all levels, both in theater and at home, and leaders should tap into their expertise on a continuous basis.

Another option for commanders is the Department of Defense's Voluntary Protection Program, an initiative that promotes effective worksite-based safety and health. The program involves a leadership decision to go beyond the minimum required by the Occupational Safety and Health

*At Army installations actively working toward OSHA "Star" recognition, three-year annual lost workday rates have decreased by as much as **70 percent**, with associated cost avoidance that varies from **\$200,000 to \$900,000**. In addition, three-year incident rates at Army VPP sites have decreased an average of **29 percent**, with associated cost avoidance of **\$1.65 million**.*

Administration into world-class safety performance through cooperative relationships between management, labor and the Occupational Safety and Health Administration (OSHA) at workplaces that have implemented comprehensive safety and health management systems. At Army installations actively working toward OSHA "Star" recognition, three-year annual lost workday rates have decreased by as much as 70 percent, with associated cost avoidance that varies from \$200,000 to \$900,000. In addition, three-year incident rates at Army VPP sites have decreased an average of 29 percent, with associated cost avoidance of \$1.65 million. The VPP is a great opportunity for all installations and activities looking to safeguard their people and resources.

Obviously, we have placed tremendous

emphasis on leader engagement and Soldier safety during the past few years and reaped great results. Yet leaders are only one piece of the puzzle; friends and Family members play just as large a role in influencing Soldier behavior. Since these two groups often have more face time with their Soldiers than the leaders do, we must reach out and teach them how to parlay this influence into smart lifestyle choices.

For many Soldiers, their closest friends are fellow Soldiers. These "battle buddies" are crucial in our fight against accidental loss because younger Soldiers, much like young adults everywhere, generally care what their peers think. When a friend is telling a Soldier to think twice before doing something unsafe, chances are the Soldier will listen. Therefore, we must continue our efforts in teaching the entire force to make smart decisions so our Soldiers reinforce safe behavior among their fellow warriors. To help leaders in this task, the USACR/Safety Center has partnered with the Better Opportunities for Single Soldiers program to produce the BOSS Safety Factor Kit, which includes an updated presentation that takes a humorous look at some of today's most crucial off-duty safety issues. The BOSS kit provides leaders with a fun way to reach their Soldiers while reinforcing the basic tenets of off-duty safety, including not drinking and driving and always buckling up.

Families are perhaps our greatest asset in reducing accidents, particularly off duty. Spouses especially are nearly unchallenged in their influence on their Soldier partners, and we cannot disregard the influence parents and sib-



lings have on Soldier decisions. This is why tools like the Army's Family Engagement Kit and command involvement in family readiness groups, chaplain programs and other Soldier and Family initiatives are so important. Working together, our leaders in the field and our Families at home are creating an environment where safety is a lifestyle Soldiers take with them wherever they go.

Redefining "garrison leadership" for junior leaders

Our Soldiers today, especially the younger generation, willingly accept the responsibilities of modern military service even in the face of near-certain deployment. Nearly every year since fiscal 2005, more than 100,000 new Soldiers have entered our force at an average enlistment age of 20 to 21 years old. This figure means we have an immense number of junior leaders in our current ranks, a trend that will continue for the foreseeable future. And, as our force structure evolves into the Army Force Generation (ARFORGEN) model, these young leaders will become more important than ever in keeping all our Soldiers safe and in the fight.

There is no doubt our junior leaders are doing great things, especially in our combat theaters. Their courage, dedication, and hard work have helped sustain an unprecedented pace of continuous deployments amid constant conflict, and their leadership has provided both continuity and reassurance for the Soldiers in their charge. As significant as combat operations are, however, we cannot forget the importance of what happens at home

station, where the majority of our fatal accidents are occurring.

The necessities of war have made garrison leadership a "lost art" for junior leaders because they have had minimal experience at home station. But to tackle accidental losses and other issues facing our force today, we have to get back to the "left of boom" at home—where safety truly begins. And to do that, we have to help our young leaders understand their responsibilities beyond the battlefield and what leading from the front means, both on and off duty.

The most important steps junior leaders can take in leading at home seem easy enough: taking the time to sit down with their Soldiers and Families and getting to know them on a personal level. Through this one-on-one interaction, leaders can identify high-risk Soldiers and develop intervention plans tailored to the individual's unique needs and interests. To really have an impact on Soldier decisions during off-duty hours, however, junior leaders must pay attention to the little things that matter. Even a short welfare call to check in on a troubled Soldier can affect his or her decisions. It is all about knowing how Soldiers think, what they think and reinforcing the safety message around the clock, every day, in theater and at home, on and off duty.

Our young leaders cannot be effective without the help of experienced and senior leaders. They need mentorship and guidance to successfully mentor and guide their own Soldiers. There is no doubt our Army is busier than ever, but we simply have to find the time to grow our junior leaders into the well-rounded, professional leadership cadre needed

to meet the challenges of our new and evolving security environment.

Conclusion

Garrison commanders are crucial in setting the bar for safety throughout our Army. Think about what you can do on your installation to cultivate a positive safety culture, engage with your Soldiers at every level and develop your junior leaders into standard bearers for safety both at home and abroad. Whether through motorcycle training and remedial driver training or simply setting a safety culture across the installation, each and every garrison commander has a huge and important role to play in safeguarding our Soldiers, Families and Civilians. Challenges will continue to come our way, but with your help, our Army will remain always ready.

Army Safe is Army Strong!



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Implementing an Effective Safety Program

by *Davis D. Tindoll Jr.*, Director, IMCOM Southeast Region

*...the three necessary elements to having an effective safety program are: **Command Leadership, Safety Commitment, and Constant Focus.***

As Director of the Southeast Region, Installation Management Command, in collaboration with my Region Safety Director, we want to share some thoughts with garrison commanders on the evolution of the Army Safety program. Reflecting over the past 30 years, which represents 60 plus years of experience between the two of us, we have concluded that the three necessary elements to having an effective safety program are: Command Leadership, Safety Commitment, and Constant Focus.

Command Leadership

Command involvement is the easiest element to set in place. You are in charge - so make it happen. The most important lesson I learned over the years is

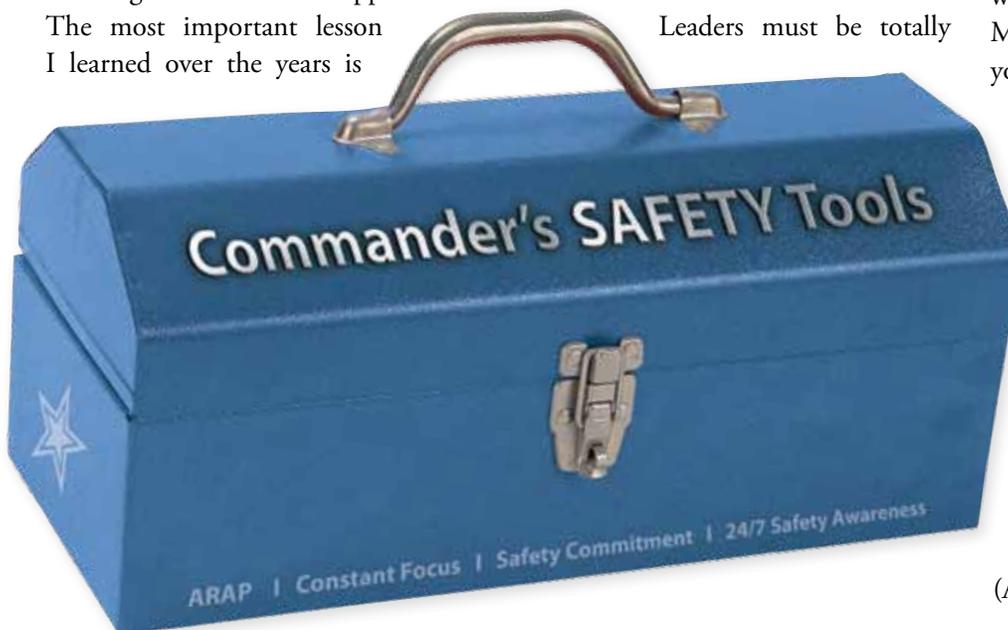
that leadership trumps everything else: With leadership, all things are possible and without it, nothing is possible. The commander sets the standards within which unit personnel must operate. The degree of importance the commander places on safety will determine the emphasis it gets throughout the unit. I urge you to start early by paying attention to the safety brief you receive from the Commanding General, U.S. Army Combat Readiness/Safety Center as a part of the pre-command course. Make use of the safety tools available and ensure they become a permanent part of your kit bag. "Commanders make the difference in Safety - never doubt it."

Leaders must be totally

committed to the safety and well-being of every Soldier, Civilian employee, and Family member they are privileged to lead. We all must share this major stewardship role as leaders. It is a 24-hour-a-day, 7-day-a-week requirement and responsibility. This commitment to safety is wide ranging and it requires your attention, imagination, innovation, and interest. My sensing is that managing, shaping, and creating a safety culture is a leadership competency and, more importantly, it is a leader responsibility, which cannot be left to serendipity or delegated to others.

As a first step, I suggest you call in your Safety officer and discuss your unit's safety posture. It is important to establish a positive relationship with your Safety officer as he or she will be your eyes and ears and can help you focus your accident prevention efforts. Then gather all your leaders and share with them your safety philosophy. Make sure they hear the words from your lips. Do not just write it and send it through distribution - I guarantee they will not get the message. Ensure your message includes the fact that "failing to adhere" to safety standards will result in disciplinary action and if it does happen, keep your promise every time. A safe unit is a unit that understands and enforces standards.

Second, ensure that your unit enrolls in and completes the Army Readiness Assessment Program (ARAP). Protecting the force is





ultimately a commander's responsibility and his or her individual action plan should address methods of correcting any safety shortfalls. The ARAP survey gives you a good starting point to ensure that plans are implemented to address weak areas identified in the ARAP survey.

Safety Commitment

This is a difficult concept to instill and ingrain in your command. It is the hardest element to achieve. Nevertheless, it is something you must work on every day. Having observed and analyzed many units throughout our military and civilian careers, my Region Safety Director and I believe we discovered the answer to safety commitment. Units that demonstrate safety commitment accept responsibility for their program and do not have accidents. Members of the unit have pride of ownership in their safety performance. All members of the unit are Safety officers. Each has developed a safety commitment and the moral courage to correct or report hazards before they result in accidents. To foster this, you should ensure that everyone in your command understands that each member is responsible for safety and each has the authority to stop an unsafe act or situation.

All leaders, regardless of their level, should be committed to the safety and well-being of their personnel. Any leader who does not feel "the loss" when faced with a serious accident probably missed the class on commitment. Each leader who understands operational risks in their organization fully understands that the greatest thing to fear is the lack of safety commitment.

I wish I had a silver bullet to make this easy or a formula to solve the safety commitment equation. Unfortunately, I don't. I would recommend you begin seeking opportunities to integrate composite risk management as the foundation of all actions. By ensuring that every unit member has a solid understanding of composite risk management and can apply the principles effectively, you will set the environment for safety commitment and, over time, accelerate completion of the goal: safety commitment.

Constant Focus

During a tour as a commander, you will find you have to fix the same problem two or three times. You'll sit in a meeting and find yourself commenting to the group; I've fixed this particular problem once before. The message you should get is that you never fix anything permanently. At best, we only fix things temporarily – unless there is a constant safety focus by all members of the organization.

While commanders, managers and leaders are all individually responsible and accountable for safety and well-being of their personnel, it is not a mission that any single individual can accomplish alone. It requires a team effort. Commanders must take maximum advantage of the trained safety personnel on their staff or obtain assistance from trained safety personnel at the Region or IMCOM level. Safety is a journey - not a destination. We never get to the objective. We never get it fixed. If you take your eye off safety and think that you're there, it will reach up and grab you out of your seat.

Begin with command involvement. You should influence that element first. Work it hard and it will lead to

increased safety awareness. Individuals will begin to accept responsibility for their actions, so keep the pressure on and never let up. These elements will come together. It may take your entire command tour. That's OK. What is not OK is waiting for tomorrow to start or worse, putting it in the too hard to do box. Make it happen...Today!

At the end of the day, it is about human dimensions. We are blessed with wonderful people. Great organizations and leaders create excitement about aspiring to excellence and demonstrate that we value our people by investing in Safety Awareness. Invest in leader development - in practice it is a daunting task. So do not let yourself be hostage to the urgent and not to the important. Everything that is important begins and ends with people.

(SE Region Safety Director Emmanuel Irvin contributed to this article)



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Teachable Moments

by CSM Neil L. Ciotola, IMCOM Command Sergeant Major

I used to tell all of our arriving “trainees” that they will be confronted with that which is non-negotiable; The Army Standard.

How many times has this happened to you? You’re sitting in the passenger seat of a vehicle (it could be a personal vehicle or an official business vehicle) and the driver, or another occupant points out an unsafe, undisciplined, or poorly executed act or task being performed by an individual or group that comes into view. Yet your companion, the driver, continues on his or her way without action or comment.

Or, how many times have you been reviewing email when a shotgun blast akin to this arrives in your inbox; “I don’t know who it was (or what unit it was) but I saw this occurring and we need to tighten up,” or words to that effect.

And finally, have you ever been witness to substandard performance or dangerous action that outraged you—but you merely kept driving or deleted the email? If you have, you missed out on a teachable moment.

I’ve listened to all manner of self-proclaimed “good Army leaders” point out all manner of shortcomings they have witnessed or been privy to, who did nothing to correct or prevent it. Ultimately I am taken back on our, yes, our, failure to engage folks when we are witness to anything that runs contrary to what we call “good order and discipline” or “life, health and safety” of our force. If nothing else, when

we do nothing we miss out, again, on a teachable moment.

Over the course of my nearly 35-year career, I have been taught, and have come to realize, that we humans learn either through repetition or through a significant emotional event. As a previous Basic Combat Training and then One Station Unit Training command sergeant major, I used to tell all of our arriving “trainees” that they will be confronted with that which is non-negotiable; The Army Standard. That in order to achieve the standard we (the Army; or more specifically, the drill sergeant) will employ that thing called discipline in one of its various forms, in this case our resolute nature, to hold them accountable to the standard. When I got that 1,000-meter stare from our “trainees” I’d put what I just said in layman’s terms. “You’ll be shown what ‘right’ looks like every step of the way; you’ll be coached in the manner and methods you must employ to master the skill sets you must accrue during your tenure with us, and if you don’t do it right the first time, you’ll do it again, and again, and again, until you do.” That, ladies and gentlemen, is one facet of solid Army discipline (reminiscent of Schofield’s definition).

So what does what I have elaborated on have to do with Army Safety? It’s the manner and method we must em-

ploy as we go about our business every day of the week. Sure, it’s burdensome; sure it’s debilitating by its nature. But ultimately, if we sergeants don’t exhibit the energy to teach requisite with the insight we amass to see the issue(s), we’re again missing out on teachable moments, and I’m not talking about our education. I’m talking about those youth who will one day take our place.

So there I was, driving to the headquarters of the 2nd Brigade Combat Team of the First Cavalry Division one morning in my 1983 Jeep CJ7. During my drive west on Turkey Run Road I witnessed an M88 Recovery Vehicle driving in the opposite direction on an adjacent tank trail. Both the TC and Driver were wearing nothing more than a patrol cap and the vehicle speed (I estimate) approached 40 MPH. I saw no bumper number (given the speed and the dust), and had no idea what unit the vehicle was assigned to. I could have merely driven on and reported the incident to the Division CSM on email later that morning. What I did was stop my Jeep, cleared oncoming traffic, turned around, and caught the vehicle (they were about to climb a steep grade) at the next crossing. I stopped the vehicle and yes, gave the TC and then both the TC and the driver a stern reprimand (you can fill in the blanks) and got the contact





information for their parent unit. I ultimately reminded them how fragile human life truly is, and how the American people would prefer we care for the equipment they afford us. And yes, I notified their unit. And yes, I was late for a meeting with the brigade commander (who forgave me once I explained what had happened).

So there I was, traveling west on highway 190 for an appointment on West Fort Hood, when I witnessed a squad of troopers policing along the side of the highway with not one of the troopers wearing a reflective vest. So I signaled, pulled my trusty Jeep over to the side of the highway; collected up the detail, and briefed them as to why what they were doing was inherently dangerous. I got their unit information, had them depart the area until they collected their proper equipment, and then again, notified the affected unit.

And one more time...so there I was, driving east on Old Ironsides Avenue in my military van en route to an installation BOSS meeting, when I observed two squads of Soldiers executing a road march along the road. One squad looked magnificent; rucks all loaded in accordance with the stated load plan, reflective gear on front and rear personnel, and all their weapons properly oriented. I stopped this group and applauded the leadership present for the obvious scrutiny they were providing. The other squad wore their gear as did the first, but the muzzle discipline of the Soldiers concerned was less than the standard. To this squad I heaped both praise (for the obvious work they had put into preparation), but also correction for not constantly scrutinizing and reinforcing sound tactical and safe

weapon handling principles (heck, one Soldier was carrying his weapon -an M16- across his shoulders).

I could go on and on but you get the point. In every instance I could have gone about my business, but ultimately I made it my business to correct unsafe or substandard performance or to applaud those meeting the standard. I've always been that guy my wife has said she did not want to work for, the guy she hated waiting in line with at the bank or Post Office; because if it was wrong I was going to say something. If it was wrong, I figured my leadership expected me to say something. If it was wrong, I figured the mothers and fathers, of those sons and daughters were counting on us (you and I) to say something. In every instance, though I didn't realize it at the time, there was a teachable moment. In every instance a lesson was needed and there was only one thing lacking; an Army leader, a sergeant, a teacher.

And there I was; sitting at home on a weekend, when the then division CSM of the 4th Infantry Division, CSM Ron Riling, called my quarters telling me he had just apprehended a trooper off post, operating a motorcycle in shorts, T-shirt and flip flops. CSM Riling spied the trooper as he was passed by the same on the highway, driving at a high rate of speed and again when he (CSM Riling) was passing the barber shop in Copperas Cove. CSM Riling pulled over, introduced himself and then quoted Army regulations and post policy as he secured the young man's ID card and chain of command info, and then contacted me.

Are you seizing upon every opportuni-

ty to modify behavior? Are you manifesting in the mind of your Soldier a sense of accountability both on and off post? Are you cultivating an understanding in the mind of the trooper that they are accountable to a higher standard? That they are responsible for not only their lives but the lives of those around them? Are you teaching your youngest leaders, and those who aspire to be leaders, an understanding of the profound obligation we have to protect the force? To ingrain in our formations a sense of risk aversion that can and will protect them at home and in an operational theater?

Or are you the guy or gal who's just too busy? Who think it's someone else's responsibility? I once had someone tell me (a senior NCO) that they don't get paid to be a squad leader. I've always been of the opinion I get paid to be the leader the moment demands. If that means being a first line leader one moment and a corps command sergeant major the next then so be it.

What kind of leader do you think you are? What kind of leader do your actions convey to others that you are? Are you using every teachable moment you're presented with?



CSM Neil Ciotola is the Command Sergeant Major of Installation Management Command. He has attended various military schools, including the Command Sergeants Major Designee Course; U.S. Army Sergeants Major Academy; Airborne School; Air Assault School; the M1/M1A1 Master Gunner Course; and the M60A3 Master Gunner Course. He previously served as Command Sergeant Major of III Corps and Fort Hood, Texas.



Voluntary Protection Program - Changing the Safety Culture in a Multinational Environment

by John Paul Meier, Safety Director, USAG Grafenwoehr

Until recently, a USAG Grafenwoehr worker who climbed up on a slanted roof without fall protection of any kind would have resulted in one of two outcomes: either the worker would have become a statistic, or even a fatality, by falling off the roof; or, more likely, the worker would have finished his business and descended in a more orderly fashion, safe and little noticed.

Unfortunately, while the worker would get away this time, disaster lurks in these kinds of careless actions, and the worker in question, or another one, would certainly have run out of luck on a future day or hour. This is how the sad litany of accident statistics is sustained.

But it doesn't have to be that way!

On a recent day, the situation above occurred, but this time employees from the nearby Directorate of Family, Morale, Welfare and Recreation called the Safety Office to report a worker on top of a slanted roof top without proper fall protection. This resulted in corrective action being taken that could have averted serious injury or even saved a life.

In another instance a garrison employee reported a contract worker using the bucket of the back hoe as a lifting device. Members of the Safety Office immediately ceased operations, contacted

the contracting officer representative (COR), and ensured workers used the proper equipment for the job.

People on the installation are now communicating when they see accidents in the making, but not all of the communication centers around just preventing a negative outcome. When construction on the garrison Postal Facility modified traffic flow and eliminated parking in the vicinity of the building, employees voiced safety concerns. This resulted in the realignment of the customer parking area to

improve flow and facilitate pedestrian movement. The placement of speed bumps eliminated traffic flow from personnel not using the facility, thus making it safer for pedestrian traffic. The realignment of parking spaces created an additional 45 new parking spaces, to include spaces for expectant mothers. Customer feedback has been tremendously positive, resulting in increased endorsement of the garrison program.

These types of employee reports are becoming more prevalent at USAG Grafenwoehr since the garrison became actively involved the U.S. Department of Labor's Voluntary Protection Program (VPP) through the Department of Defense VPP Center of Excellence initiative in late 2009. USAG Grafenwoehr applied for the VPP to increase the effectiveness and efficiency of the garrison safety program. The VPP is gradually creating a

A worker caught without proper fall protection. The way we have always done it in the past is not always the right way to do business.





VPP is increasing safety awareness throughout the garrison and will gradually bring a higher level of awareness that should yield much improved accident prevention reports for the long term.

paradigm shift in the safety culture of our multinational workforce through the garrison's mantra "See Something, Do Something!" This is a process that is showing early results, but will not totally change the culture overnight.

VPP is basically a management tool that increases visibility of and allows easier tracking of required programs. If a garrison is actually following all regulatory guidance, it requires no additional man hours. The advantage of using VPP is that it provides a consolidated forum to manage required programs and rapidly identifies those areas that need improvement. It all provides ownership of the program down to the lowest level.

Accident reporting awareness and training has increased the number of accidents reported, which enables analysis and preventive response. As a result, USAG Grafenwoehr is currently experiencing an increase in reported incidents from previous years due to increasing population size and improved reporting. VPP is increasing safety awareness throughout the garrison and will gradually bring a higher level of awareness that should yield much improved accident prevention reports for the long term.

According to the Occupational Safety and Health Administration (OSHA) website, "The Voluntary Protection Program (VPP) promotes effective worksite-based safety and health. In the VPP, management, labor, and OSHA establish cooperative relationships at

workplaces that have implemented a comprehensive safety and health management system. Acceptance into VPP is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health."

Managers must provide visible leadership by establishing clear lines of communication with employees for safety and occupational health policies. An environment must be created that allows for reasonable employee access to top tier management. Responsibilities, goals and objectives must be clearly defined. Management must set the example and not tolerate unsafe or unhealthy behavior. Finally, management must ensure that all workers, to include contractors operating in their area, have high quality safety and health protection.

The site culture must enable meaningful employee participation in committees, audits, investigations, self inspections and job hazard analyses. Employees must be aware of the organization's participation in VPP, understand hazard reporting procedures and receive feedback on suggestions and hazards reported. Without the participation of the employees, the program loses its effectiveness.

USAG Grafenwoehr is located in the heart of Bavaria, and almost 70% of the 2,795 enterprise-wide employees are German Nationals. OCONUS installations are required to follow regulatory guidance published in the Final

Governing Standards (FGS) developed jointly between the DOD and the host nation. In areas that were not covered in the FGS, the garrison is required to follow either US law or host nation regulations, whichever is stricter. This combination of regulatory requirements often leads to confusion in non-English-speaking host nation employees and non-German speaking US employees. VPP requires that the standard be clearly established and employees informed of the requirements. Implementation of VPP has focused the work effort of LN supervisors on these specific regulatory requirements. By enforcing the supervisor's role in the regulatory process, each shop is forced to take ownership of its programs. Having one established standard, backed by mandatory compliance reporting to the garrison headquarters, accountability of programs is easily tracked. Noncompliance is immediately visible during onsite visits and through monthly reporting.

The Grafenwoehr Military Community has grown immensely over the last five years as a result of Army Transformation initiatives, while maintaining almost the same size workforce. The increase in operations without a concurrent increase in resources has required a new, more efficient approach to maintaining safe workplaces.

VPP is an improved safety process designed to improve the management and effectiveness of safety and health management systems, aggressively



reduce accidents and sick rates by focusing on four key tenets: hazard prevention and control; worksite analysis; training; and management commitment and worker involvement. The Department of Defense VPP initiative breaks the process down into three distinct stages required to effectively evaluate and implement the program. To achieve VPP Star status, the garrison must complete three stages of development and implementation:

Stage 1 consists of initial development of policies, procedures, and programs. This includes engagement of key stakeholders in the site VPP efforts; conducting a safety perception survey; beginning VPP familiarization training; conducting a baseline assessment of the site; conducting a site gap analysis and initial action plan; and reinforcing familiarization with electronic tools provided by the DoD VPP CX. Stage 1 requirement must be met for a minimum of 12 months before proceeding to Stage 2.

Stage 2 brings continued building and expansion of programs. This includes improved communication with all employees on the site; training personnel to include new hires and contractors on the VPP program; increasing proactive instead of reactive safety and health programs; partnering labor and management together for safety and health; tracking near misses and other leading accident indicators; and sharing of information and lessons learned between DoD sites.

Stage 3 means full implementation of all program requirements and continuous improvement. The Star Status is awarded to an organization that completes the



See something, Do something... A contractor caught on camera demonstrating what not to do in the workplace.

stage 3 evaluation. Organizations are re-evaluated every two to three years after to ensure compliance is maintained.

On June 30, 2010, USAG Grafenwoehr successfully completed the Stage 1 evaluation. DOD personnel designated by OSHA conducted an onsite visit to review documentation of program objectives and ensure workplace compliance. The garrison has begun work to ensure compliance with the requirements for Stage 2 and is expected to complete this stage in July 2012. The VPP end-state is enhanced safety processes with involvement at all levels; workers at the lowest level work to correct hazards and deficiencies without fear of reprisal, and report all accidents. Employees that identify and mitigate hazards are recognized at quarterly Garrison functions as “VPP Super Heroes”.

In December 2009, the garrison launched the program with training for all directors and deputies. From January through March 2010, training expanded to include a half-day VPP Supervisor Safety Course taught by the Grafenwoehr Safety Office. The training included a program overview, hazard analysis in the workplace, job hazard analysis, fire safety, and basic composite risk management. The training was conducted both in English and German for our host nation workforce. Supervisors are a key component of the process. They started by educating all employees about VPP and completing a Job Hazard Analysis on each employee. Supervisors ensure monthly self-safety and fire inspections are conducted and documented within their workplace, special required training is conducted, and a monthly safety brief is given to each employee. In order to supplement supervisor conducted training, VPP



The ultimate goal of the VPP is to create a sustainable culture of safety using best practices. The Senior Commander has included VPP as part of the Grafenwoehr Military Community's annual safety goals.

was integrated into unit safety stand-downs. This allowed training guidelines to be met during program expansions by providing both employee and supervisor specific training.

Program documents were translated into German to help facilitate processes and overall program understanding. These included standard operating procedures and VPP action plans, which drive monthly safety requirements. This has been critical in implementing the program as we have seen the increased employee acceptance of the process in their own German language.

The VPP program central theme of management commitment and worker involvement is defined by the garrison's VPP Steering Committee. The committee meets every month and comprises workers at all levels from every directorate. The group not only drives the VPP process, but identifies hazards, tracks hazards, and collectively helps to mitigate hazards within the garrison footprint. There is an increased awareness, and hazardous conditions of all kinds are reported almost daily.

After workers identify workplace hazards, the information usually is resolved in one of three different ways: it is appropriately resolved at the shop or supervisor level ("See something, do something!"); it is referred for resolution by a safety officer; or it is funneled to the industrial hygiene office for determination of the hazard. Industrial hygienists are personnel with special

skills in assessing workplace hazards. These specialists are trained to qualify, quantify and evaluate the risks associated with exposure to chemicals, biological agents, dust, noise, improper ergonomics, optical and other energy hazards. Their evaluation usually includes a quantitative assessment with instrumentation or laboratory analysis, recommendations for controls, (e.g. changing velocity of mechanical exhaust); and a comparison of the work-site hazards and controls in accordance with laws, standards, or guidelines. Industrial hygienists are scientists trained to practically apply principles of biology, chemistry and physics in the workplace, and they are a valuable asset for assessing workplace hazards. Their assessment is critical for setting a VPP baseline and priorities for action. The close cooperation of safety and industrial hygiene is mandatory for a successful Voluntary Protection Program.

In an effort to make safety the first thought, accident statistics are briefed at the weekly staff calls. Every new accident is briefly reviewed to ensure all leaders and employees are aware of recent trends. Continual analysis and improvement is important in the process. The key performance indicators are reduction of accident numbers and accident costs while improving worker morale through safer working environments.

The ultimate goal of the VPP is to create a sustainable culture of safety using best practices. The Senior Commander has included VPP as

part of the Grafenwoehr Military Community's annual safety goals. He has also directed that the indirect reporting garrisons implement VPP into their garrison operations in order to enhance safety across the enterprise. The VPP clearly lines up with the IMCOM Campaign Plan LOE 5 objective statement, "Commanders and leaders will lead the way in changing behavior to prevent accidents, and will empower Soldiers, Families and Civilians at all levels to speak up when they see someone ignoring safety rules or doing something risky." Safety is an activity in which every garrison employee should participate. "VPP - See Something, Do Something!"

(Phillip M. Murray, Rose Barracks Industrial Hygiene Field Office Program Manager, and Jerrold Scharninghausen, Grafenwoehr Industrial Hygiene Field Office Program manager, contributed to this article)



John Paul Meier is the Safety Director for USAG Grafenwoehr with oversight responsibility for Hohenfels and Garmisch garrisons. He is a retired Army aviator, and has served as a company, battalion, and brigade level aviation safety specialist.



Think Holistically for Safety

by COL Rick L. Tillotson, Commander, USAG Benelux

Due to the unique impact of host nation labor laws, the safety program in the U.S. Army Garrison Benelux applies a holistic approach unlike any other program found in the U.S. Army. USAG Benelux includes three operating locations spread over two countries – Belgium and the Netherlands – and both countries mandate a comprehensive approach to safety that includes multiple disciplines not normally associated with a traditional Army safety program. The power of our safety program results from the combination and synergistic effects of these seemingly unrelated disciplines.

Benelux safety offices do not solely comply with U.S. regulatory guidance defined by the Occupational Safety and Health Administration and found in U.S. Army regulations, but must adhere to host nation requirements as well. For example, Belgian law combines the disciplines of safety, fire prevention, environmental protection, prevention of violence, prevention of moral and sexual harassment at work, and occupational health to form its safety program. In both Belgium and the Netherlands, safety is synonymous with “prevention and protection,” while the U.S. concept of safety represents only one tenet associated with reducing and eliminating accidents and mitigating safety risks.

The management structure for prevention and protection is what makes the USAG Benelux safety program distinctive. Belgian law mandates the

establishment of a “Committee for Prevention and Protection” for any employer in the country employing at least 50 workers. The garrison’s committee is staffed with experts from each prevention and protection discipline and is chaired by the garrison commander or deputy. The USAG Benelux safety manager – a host nation employee – serves as the prevention and protection advisor to the committee. This advisor is not only responsible for the traditional safety program related topics but also manages disciplines related to occupational health, fire prevention, environmental protection, prevention of violence, and prevention of moral and sexual harassment at work. In addition, the prevention advisor serves as the secretary for the committee, or-

ganizes monthly meetings, establishes the agendas, writes the minutes, and facilitates the discussions.

At the heart of our program is employee involvement, which is organic across the USAG Benelux. Worker representatives to the committee are democratically elected every four years. The lists of candidates are submitted by political unions and each union submits a list for white collar and blue collar representatives. The committee comprises an equal number of senior management representatives, who are designated by the commander or deputy, and worker-elected members. The number of worker-elected members depends on the number of local national workers in the unit or garrison, including all tenant units. Worker representatives are encouraged to highlight any safety issue or problem that they have encountered and have not been able to solve at their level. This is a vital venue

U.S. Army Garrison Brussels School Liaison Officer Paula Emmert (right) tries on firefighter gear with assistance from Stef Vandersmissen, a sergeant major with the Zaventem Fire Department in Brussels, Belgium, during Fire Prevention Week in October 2010. U.S. Army photo by Bob McElroy, U.S. Army Garrison Brussels Public Affairs.





Class C accidents – defined as non-fatal injuries causing absences from work or damages between \$50,000 and \$500,000 – were limited to 12 local national employee injuries for the entire host nation workforce, including all tenant units across Belgium and the Netherlands. This represents a 15 percent reduction from the previous year.

for the workforce to express their concerns through their elected representatives to the management representatives present on the committee.

Depending on the agenda items to be discussed, other guest members are invited to attend the committee meetings as well. These advisors can include the labor physician, psychologists or any other technical advisor required to provide insights and knowledge to the committee members. The major benefit of this approach is consolidating expertise into one oversight committee with members carefully considering each tenet of prevention and protection during inspections and reviews. This approach saves time and resources and results in a more comprehensive solution set for identified problems. For instance, both the safety manager and fire inspector will work together to resolve issues related to a malfunctioning electrical socket, resulting in a systemic fix to what may require a more comprehensive solution than just fixing a faulty electrical socket.

Worker-elected members are also encouraged to accompany the safety manager or prevention advisor and the labor physician during inspections of the worksites. Since these members are aware of the concerns of the workforce in the area being inspected, they can point out to the inspectors various prob-

lems that need to be addressed. This is a win-win situation where the workers are confident their concerns will be addressed while the inspectors are made aware of potential unsafe conditions or procedures requiring correction.

While host nation labor laws dictate a holistic approach to safety, combining these laws with U.S. Army practices and regulations enhances the program to meet the needs of the entire joint workforce. Belgian and Dutch legislation only considers prevention and protection at work and on the way to and from work. This means that off-duty protection and prevention is not included in their programs; however, safety is emphasized around the clock in the U.S. Army because of its importance to overall mission accomplishment. Combining both systems by enlarging the concept of safety and practicing it around the clock optimizes the safety program to both U.S. and host nation standards.

Adopting this approach has enabled the three USAG Benelux garrisons to limit the number of accidents throughout the command each year. In fiscal year 2010, USAG Benelux did not experience any class A or B accidents, which include fatalities, permanent or partial disabilities, or damages in the amount of \$500,000 to \$2 million. Class C accidents – de-

defined as non-fatal injuries causing absences from work or damages between \$50,000 and \$500,000 – were limited to 12 local national employee injuries for the entire host nation workforce, including all tenant units across Belgium and the Netherlands. This represents a 15 percent reduction from the previous year.

The Benelux prevention and protection program not only considers the physical well-being of workers on the job, but also includes the employees' psychological well-being at work, as mandated by host nation labor laws. This is because psychological problems at work may lead to safety-related accidents and absences from work, negatively impacting mission accomplishment. As part of this approach, the comprehensive Benelux prevention and protection program includes the Belgian Equal Employment Opportunity (EEO) program, initiated in February 2003 by Belgian law.

The program was first assigned to the safety office, as these new laws came under the overall protection and prevention program for employees, and more particularly the well-being of the workforce. Over time, garrison leadership determined a better fit for the host nation EEO program was to integrate it into the U.S. EEO program. The command established a partnership



Host nation employees Fred Decabooter (left) and Joel Spitaels from Directorate of Public Works at USAG Benelux troubleshoot new generators using a technical manual written in English during training Sept. 29 on Chièvres Air Base in Chièvres, Belgium. U.S. Army photo by Kevin Downey, U.S. Army Garrison Benelux Public Affairs.

between the U.S. equal employment opportunity office and the Belgian version. The partnership increases communication between U.S. and host nation workers and promotes both nations' best practices. This also increases efficiency in dealing with an equal employment opportunity complaint that involves a mix of U.S. and host nation workers. This combined approach has assisted in the reduction of host nation EEO cases from an average of five formal and informal EEO cases per year down to one case for the last two years.

In addition to increasing the synergy between the U.S. and host nation EEO

programs, USAG Benelux took additional steps to improve the command's EEO program. First, garrison leadership chose to put in place the concept of trustees to handle complaints or issues. Any member of the workforce can volunteer to be a trustee. However the application must be reviewed and voted on by the Committee for Prevention and Protection members. Once accepted, the applicants are trained by the contracted psychologist. These employees are vital to handling problems at the lowest level or quickly identifying which problems need to be elevated to more senior attention. Employees are encouraged to talk freely to these trust-

ees, who remain neutral in disputes and have no formal authority.

Recently, the command has doubled the number of trustees, which has contributed to the substantial reduction of host nation EEO cases. The results are clear: early intervention and education have played a key role in reducing the number of informal and formal complaints in this program. This is instrumental in maintaining a safe and balanced workplace, limiting the possibility for explosive behavior and unnecessary safety risks.

Since February 2003 when the posi-



tions were established, USAG Benelux trustees have resolved 65 percent of all potential EEO complaints. During the contact stage, most issues are resolved through measures such as proper advice, explanation of personnel procedures and referring employees back to their chain of command. When a problem cannot be resolved during the initial contact stage, it is elevated first to an informal stage, then to a formal complaint, if necessary. Informal and formal complaints are resolved either through mediation or through management actions based on recommendations from the trustee or the prevention counselor.

The second initiative taken by the command to help increase employee psychological well-being was contracting the services of an on-call social worker assistant to help employees deal with any personal or professional problem they may be experiencing. For example, the social worker assistant may

coach an employee through a divorce, the loss of a loved one or professional obstacles inhibiting growth. Although this service is not required by Belgium law, the garrison leadership elected to implement this program as a result of a stress survey among the workforce in 2000. Since then, employee feedback and a decrease in the number of cases dealt with by the social worker assistant indicate an improvement in the overall work environment.

The Belgians wholeheartedly believe there is a connection between the psychological well-being of employees and their propensity to be involved in an accident. Intuitively, this makes sense because if employees are distracted due to an unresolved EEO-related issue at work or a debilitating personal problem, the employees will be less attentive and aware of their surroundings.

Since USAG Schinnen, a command

within USAG Benelux, operates in the Netherlands, Dutch legal requirements must also be observed. Strategically situated in a corner of the Netherlands where the borders of Germany and Belgium intersect, USAG Schinnen serves a customer base geographically dispersed across some 300 kilometers and three countries. As applied in Belgium, USAG Schinnen engages employees in a philosophy of workplace safety aimed at prevention and protection.

Under current Dutch law, the employer and employees are all responsible for establishing a safe and healthy workplace. This means both may be held responsible for accidents and unacceptable working conditions. The law gives concurrence rights to a committee called the “Works Counsel,” which represents employees in a wide range of workplace matters. If the employer wants to alter working conditions that produce safety or health changes, the employer must obtain the concurrence of the Works Counsel. If the Works Counsel does not concur, the employer has to bring it to a board of appeal, which will conduct a review and make recommendations that must be executed. The law also dictates that the employer hire a prevention employee to support workplace health and safety policies. This requirement is met at USAG Schinnen by the installation Safety Office employing at least one Dutch employee with expertise in safety and health-related issues.

One of the main aspects of Dutch law is that employers must train employees to avoid any risks inherent in their workplace. Job hazard analyses at USAG Schinnen are performed on all job categories to identify risks.

Host nation employees Fred Zeidler (left) and Alain Chevalier from Directorate of Public Works at USAG Benelux consult a technical manual written in English to help troubleshoot the generators during training Sept. 29 on Chièvres Air Base in Chièvres, Belgium. U.S. Army photo by Kevin Downey, U.S. Army Garrison Benelux Public Affairs.





By cultivating safety-minded thinking and applying the Dutch approach, USAG Schinnen's results have been spectacular: the garrison has not experienced a serious accident in four years and has seen only a handful of property accidents, totaling less than \$20,000 in damage.

Workers are then trained in risk avoidance by the process owners and installation Safety Office. This training is mandatory for employees under Dutch law. If an employee does not participate in the training, the employee can be fined or removed from the job. Safety training is not optional since the Dutch system holds both the employer and employee responsible for a safe work environment. An additional benefit of this risk avoidance training is that safety and health issues become routine considerations in each employee's daily operations.

Compelling the workforce, both management and employees, to be a part of the solution results in a culture shift where everyone aggressively seeks out potential improvements. For example, a group of USAG Schinnen's Dutch maintenance workers recently approached the installation safety manager with a concern about the potentially toxic fumes the workers are exposed to when operating lawn mowers, leaf blowers and other yard equipment to perform their jobs. The workers heard from colleagues at a local company about a "green" fuel that produces less harmful fumes, so they have asked the safety officer to research the possibility of switching fuels. The garrison is still in the process of examining this alternative, which if found to be suitable, may be an initiative that can be applied across the entire garrison and serve as a best practice throughout IMCOM.

By cultivating safety-minded thinking and applying the Dutch approach, USAG Schinnen's results have been spectacular: the garrison has not experienced a serious accident in four years and has seen only a handful of property accidents, totaling less than \$20,000 in damage. What makes USAG Benelux's achievements even more remarkable is that many of our employees' English language skills are rudimentary. In both Belgium and the Netherlands, all safety information – reports, advisories, notices, minutes of meetings, flyers, etc. – must be in the language of the employee requiring an extensive need for translation between the three languages. So, even with the potential for messages to be lost in translation the garrison has achieved remarkable results.

The "prevention and protection" approach applied in both Belgium and the Netherlands has exposed us to a unique way of approaching safety within a garrison setting. The holistic approach mandated within the two countries results in a comprehensive safety program that becomes even more powerful when combined with the U.S. safety program model.

The power of the USAG Benelux safety program results from the synergy achieved through the combination of diverse approaches. Each country's safety program is the result of lessons learned over time, and the USAG Benelux is fortunate to be able to com-

bine the best practices of three separate and distinct cultures creating a more holistic approach to safety management. The value of including seemingly unrelated disciplines, like the prevention of moral and sexual harassment at work, under the umbrella of safety has significantly enhanced our program and may have utility within other garrisons as well.



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Stuttgart Traffic Safety Program: A Force Multiplier

by COL Carl D. Bird, Commander, USAG Stuttgart, and Larry Reilly, Chief of Public Affairs

...the need to educate the community on traffic safety is not only extremely important, it is one of our top safety priorities; especially when it comes to driving.

When asked to write a safety article for the Journal of Installation Management, many aspects of the garrison's safety program came to mind; from the educational programs to the interactive safety campaigns we conduct; however, the one aspect of our safety program that impacts the entire Stuttgart community is our Traffic Safety Training Program.

The United States Army Garrison (USAG) Stuttgart is headquartered on

the south side of the greater Stuttgart metropolitan area, in the town of Boeblingen, Germany. We are classified as a large garrison, providing Base Operations Support services to a military community that includes two Combatant Commands--the United States Africa Command (AFRICOM) and the United States European Command (EUCOM). USAG Stuttgart is also the home of the 1/10 Special Forces Group, Marine Forces Europe, Marine Forces Africa, Navy

Special Warfare Unit-2, and Defense Information Systems Agency-Europe. The USAG Stuttgart infrastructure comprises five separate installations geographically dispersed across the greater Stuttgart metropolitan area. With a population of approximately 2.7 million people, it makes up the third largest urban area in Germany. The city of Stuttgart, with a population of approximately 600,000 people, is the capital of the state of Baden-Württemberg in southern Germany and the sixth-largest city in Germany. With such a diverse mix of tenant organizations and their family members located in five different installations scattered around one of the most populated areas in Germany, the need to educate the community on traffic safety is not only extremely important, it is one of our top safety priorities; especially when it comes to driving.

To say that driving in Europe presents the average American driver with many challenges on a daily basis would be an understatement. With average speed limits set much higher than at stateside locations, challenging and dangerous driving situations can develop very quickly. It is important that our community receive education on how to handle such situations calmly and confidently.

About a decade ago, motorcycle drivers were only required to pass a very basic motorcycle road test to get their USAREUR driver's license. The USAG Stuttgart command and its Safety Office did not consider this sufficient preparation for driving on German roads and sought a more comprehensive and practical automobile and motorcycle safety training program that would prepare community





members for driving in Germany and develop their driving skills in handling various emergency situations.

The Safety Office was aware that the German Automobile Club (Allgemeiner Deutscher Automobil Club (ADAC)), the largest automobile club in Europe, offered similar types of traffic safety courses and contacted them to find out the feasibility of offering some of their courses to the Stuttgart Military Community.

Our Safety Office personnel ensured that ADAC would take into consideration the training that our drivers receive to acquire a driver's license both stateside and here in Germany. The training would need to mirror and in many cases complement the training provided through the Army Traffic Safety Training Program (ATSTP). We also asked that the training be taught in English by professional instructors and that a training site be provided on the German economy due to lack of suitable training areas on our installations.

After a series of discussions and negotiations between the Safety Office and the local ADAC office, it was determined that these requirements could be met and we developed a partnership with the Baden-Wuerttemberg Chapter of the ADAC to offer a series of traffic safety courses to our USAG Stuttgart Community members.

Establishing a Comprehensive Traffic Safety Program

Three types of traffic safety courses for drivers were established. Two for privately owned vehicles (POV) are offered; one for motorcycles and one for cars. The training courses are offered

to community members on a voluntary basis at no cost to the community.

In the spring, we train approximately 48 personnel in four separate classes on motorcycle safety. In the fall, we train 36 personnel in three separate classes on automobile safety. The classes are kept small, 12 students per class, to allow more one-on-one instruction.

The third course is geared toward bus drivers and is provided to our community Transportation Motor Pool shuttle bus drivers as additional professional development.

The automobile and motorcycle training is conducted in two parts; theory (classroom) and practice (hands-on) and is held at an off-post training site specifically built for motor vehicle training on the outskirts of Stuttgart. Drivers use their own personal vehicles and the training is conducted by highly experienced professional instructors. During the various training stations, the instructors survey the drivers to get an idea of their driving experience and find out their individual concerns regarding driving in Germany and in Europe. With this interaction, the instructors are able to adapt their hands-on training sessions to accommodate the needs of the drivers and help improve their overall driving capability.

The interaction continues as the instructors cover strategies of driving in Germany versus driving in the United States. American drivers especially enjoy learning the art of maneuvering through traffic at speeds higher than they normally drive. The instructors also discuss driving around sharp corners, passing other cars, making



American drivers especially enjoy learning the art of maneuvering through traffic at speeds higher than they normally drive.

quick moves around a stopped object and stopping quickly.

The theory and discussion of various driving maneuvers is good, but to really learn is to experience and the drivers do so with their own personal vehicles.

German instructors often comment that American drivers seem to find it very difficult to adjust the way they position themselves behind the wheel of the car. Knowing where to sit and how to sit in the driver's seat is very important to European drivers and a point the instructors stress: If you have to react to a challenging situation very quickly, you do not have time to adjust how you are seated.

Another reason for the small class sizes is because each driver will go through various driving maneuvers until they get it right, which can take multiple attempts. Each driver gets first-hand feedback on how they performed at each training station. Another objective to the training, aside from improv-



ing individual driving capabilities, is for the drivers to gain in-depth knowledge of various driving techniques and share that knowledge with others.

As the drivers maneuver through the course, they are faced with many obstacles to avoid. The obstacles teach drivers how to react to sudden challenges like a vehicle suddenly stopping in front of them. Of course, these obstacles provide a much softer impact than what drivers may encounter on the road.

At another station, the drivers are asked to reach a speed of 30 kilometers per hour and then apply their brakes. This is repeated at 50 and 70 kilome-

ters per hour. This exercise shows the driver how different speeds require more space to come to a complete halt and also familiarize drivers on vehicle reaction in braking.

The course also includes a skid pan that forces the front or rear end of the car to immediately slide sideways, which is similar to a driver negotiating on a patch of ice. The driver is often forced into a 360 degree spin, and they must regain control of their car and pull safely out of the spin.

Driving around corners can seem easy, but increasing the speed and passing another vehicle while concentrating on different areas of the road shows the drivers that where they look

is where they will drive. Throughout the hands-on portion of the class, drivers are subjected to various obstacles as well as road conditions to help them become aware of disturbing situations and react to them in the vehicle they regularly drive.

Motorcyclists go through similar obstacles and movements, with special attention to driving around corners and passing vehicles. Since the partnership program with ADAC started, the Army has introduced the requirement for drivers to take the Motorcycle Safety Foundation course in order to ride a motorcycle in the United States and in Europe. This course, while being an improvement on the basic road test from





I do believe every garrison can benefit from implementing these types of traffic safety training classes and establishing a partnership with their local ADAC, if in Germany, or with the closest AAA office in the United States.

a decade ago, is a slow speed course taken in a relatively restricted area. The ADAC course is taken under more realistic road conditions and conducted at speeds normal to this area.

The bus driver training course is geared toward our community shuttle bus drivers. This ADAC course covers the detailed analysis of major accident causes and gives the bus drivers the skills needed to react quickly and correctly in critical situations. The course is conducted at the ADAC Commercial Vehicle Training site, which was specifically built to create situations where various accident-avoidance and braking techniques can be practiced.

Our bus drivers use DOL busses that they regularly drive, thus increasing the realistic experience. This training is taken by all of our Transportation Motor Pool (TMP) bus drivers. It is considered a part of their professional development. The completion of the training by our bus drivers is a very meaningful contribution to increasing the safety of USAG Stuttgart community members who use our shuttle bus services.

ADAC provides POV safety inspections

Our Safety Office also coordinated

for ADAC to perform free car safety checks for the community using a specially-built ADAC mobile testing station into which community members can drive their personal vehicles for a safety inspection. The inspection covers brakes, shock absorbers, speedometer, and battery. The customer gets instant feedback in a detailed print out.

Over the two day period the safety check service is offered, approximately 135 vehicles are inspected. Our Safety Office staff are present during the inspections to explain any technical deficiencies found by ADAC and to answer any other vehicle safety related questions.

Although our situation is unique in the fact that the ADAC office and training site are located close to our garrison, I do believe every garrison can benefit from implementing these types of traffic safety training classes and establishing a partnership with their local ADAC, if in Germany, or with the closest AAA office in the United States.

Their use gives community members an enhanced driving skill set and the knowledge that their vehicle is safe for traffic conditions. This relationship has the additional benefit of improving garrison and local community relations, and lets the Senior Commanders and the garrison commander know that everything possible is being done to keep our Service members, Families, and Civilians safe when driving.

Drivers in all three courses end their sessions with a group discussion on what they learned. The positive comments from the drivers have been overwhelming. Drivers, even some seasoned motorcycle drivers, have stated

they learned a lot from the program and will share that knowledge with others. This program has truly been a force multiplier. The Garrison and, as far as we know, no tenant units have experienced a class A (fatal) or class B (serious injury) vehicle traffic accident in the 10 years that we have been offering the program.



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Larry Reilly was the USAG Stuttgart Chief of Public Affairs prior to becoming IMCOM-Pacific Public Affairs Officer in January. He has been an Army Public Affairs practitioner for more than 25 years.



Leaders Need all Their Tools to Sustain a Safety Culture

by COL Robert F. McLaughlin, Commander, USAG Fort Carson

“With a finite set of resources available, every member of the army is vital to safe and successful mission accomplishment. We must preserve and protect each member of our team by inculcating sound composite risk management methodology through engaged leadership in all that we do.” 2010 U.S. Army Posture Statement

Working toward incorporating safety into our daily lives is nothing new to the Army. Whether on- or off-duty, safety remains an overarching factor in Army decision making. A safety-conscious organization is an effective, efficient and sustainable organization. The Army looks to changing individual behavior to become more safety-aware, but changing behavior is a short-term fix. Changing the overall culture to one of constant safety awareness looks to long-term sustainment of safety awareness and risk mitigation. United States Army Garrison (USAG) Fort Carson has embarked on a path to not only change individual behavior but to also become a safety conscious culture.

Safety Challenges

In our world of persistent conflict and global demands, the Army's Soldiers, Civilians, and Families continue to shoulder the load and the strain of multiple deployments. This sustained operational tempo has taken its toll on not only our Soldiers and Families but our Civilian Workforce as well. Safety, now more than ever, is an imperative for the Army at all levels.

Like many garrisons, USAG Fort Carson continues to face the daunting task of balancing mission requirements while sustaining an environment of safety. With the 4th Infantry Division

arrival in July 2009, along with other major Base Realignment and Closure (BRAC) initiatives, Fort Carson has grown at a dramatic rate. This growth, coupled with the constant increase in mission requirements to deploy, redeploy, reintegrate, and train brigade-size units throughout the Army Force Generation (ARFORGEN) cycle, has created the potential for accidents to occur at every turn.

As units and Soldiers move through the ARFORGEN cycle they have a period of respite from the pressures and stress of war during the RESET phase. On the other hand, the garrison workforce always remains at the 'Available' phase; providing continued high-quality services to the entire force each and every day. Due to the fact that each Brigade Combat Team (BCT) at Fort Carson is at a different point in the ARFORGEN cycle at any given time, the workforce does not have the opportunity to 'reset.' It must continue to provide support and services for each phase of the ARFORGEN cycle simultaneously. Due to this fast pace and the dynamic nature of an army at war, as well as often having constrained resources, the potential for accidents is further increased. Additionally, the long-term health concerns, occupational health and resiliency aspects of the workforce must be addressed.

USAG Fort Carson determined that though it is a challenge to change any organization to a safety culture, once the change is achieved, the real challenge is sustaining that culture. With this in mind, leadership took a hard look at all aspects of safety that must be addressed to successfully reach its goal of a safe and healthful living and working environment across the installation. It found that the intricacies of establishing and sustaining a safety culture cannot be achieved by a one-dimensional approach and required both institutional programs and "outside the box" thinking. The garrison took a multi-dimensional, multi-faceted approach that first established the foundational building blocks for a strong, enduring program.

CONSTRUCTING THE FOUNDATIONAL BUILDING BLOCKS

Leadership

USAG Fort Carson proactively addressed the challenges with the fundamental premise that inculcating safety within the installation starts and ends with the leadership. LTG William Troy, Director of the Army Staff, noted during the 2010 Army Safety Tactical Symposium that a positive command climate is the key to increasing your safety posture. Simply put, a **positive**



command climate = a positive safety climate. The two are intrinsically linked and are essential to the success of Fort Carson. Leadership at all levels must be engaged and working toward a common cause: sustaining a safety culture.

The garrison has accomplished this by reaching out to installation leaders, Soldiers and Families and the community, creating an environment of trust, open communication, and teamwork to promote a positive command climate across the installation. The strategic use of top-down and bottom-up engagement and feedback is essential to shaping a safety culture.

USAG Fort Carson uses a tiered approach involving the entire garrison that addresses three levels of employees: workforce, managers/supervisors, and senior leaders. Directorate/unit employee safety committees were established in response to employee

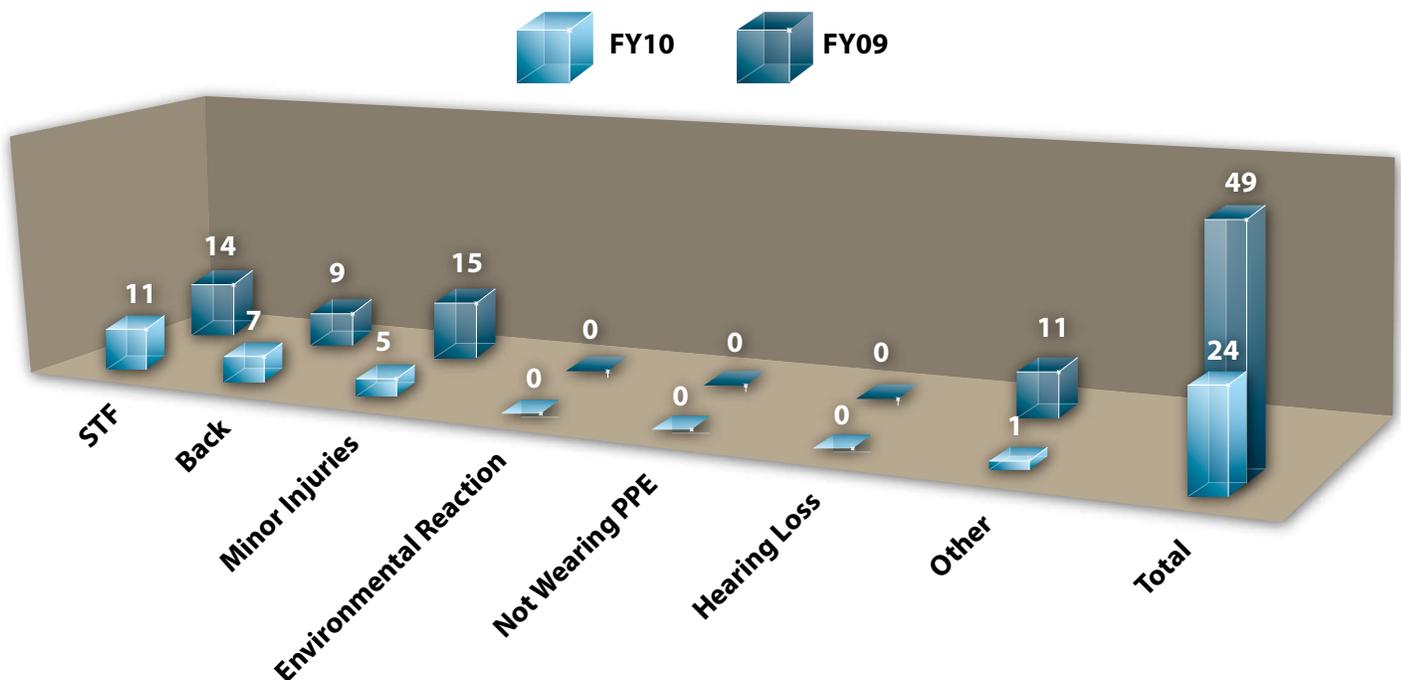
feedback indicating employees wanted to become more actively involved in ensuring their environment is safe and healthy. Root cause analysis is performed on safety concerns and solutions are developed for implementation at the lowest level possible. Safety concerns that cannot be resolved at the employee level or have directorate implications are forwarded to directorate safety councils. These councils analyze the input, determine gaps, and develop solutions that are implemented by the directorate. The Safety and Occupational Health Advisory Council (SOHAC) provides the command forum to share lessons learned and experiences and to address safety and occupational health topics that cannot be resolved at the other levels. Additionally, concerns and solutions are forwarded through the levels to ensure best practices are propagated throughout the command.

Tools

The U.S. Army Combat Readiness (USACR)/Safety Center has introduced a myriad of outstanding 'tools' that can be used to increase safety awareness and manage risk at all levels throughout the commands. It is the focal point for all safety related programs, policies and procedures. Fort Carson employs these tools that include, but are not limited to: Army Traffic Safety Training Program (ATSTP), Travel Risk Planning System (TRiPS), Motorcycle Mentorship Program, and Composite Risk Management (CRM), which are actively deployed throughout the installation.

The USACR/Safety Center continually provides Army leadership with the statistical data and metrics that are invaluable in making decisions at the Installation level. The data reaped from these programs provide the Fort Carson leadership the ability to man-

FY09 - FY10 Accident Comparison





age by fact, the cornerstone for effective planning and decision making. These metrics are based on negative findings that are reactive in nature. For example, the number of motorcycle-related deaths measures the effectiveness of the installation's motorcycle safety program and an increase in deaths causes the installation to adjust by increasing training. USAG Fort Carson has been able to couple this data with proactive initiatives to increase its safety posture.

Using tools such as the Army Readiness Assessment Program (ARAP), job hazard analyses, installation specific surveys, focus groups, and face-to-face employee discussions has reaped big dividends in capturing, developing, and implementing safety solutions before an accident occurs. Action plans are developed and implemented that proactively

address and mitigate risk. Maximizing the effectiveness of tools such as these and many others in order to sustain a culture of continuous safety awareness cannot be understated and has successfully resulted in integrating safety into Fort Carson daily activities.

Training

Fort Carson takes advantage of Army sponsored and operated standard training vehicles. This includes distant learning through the Army Training Support Center (ATSC) Army Learning Management Systems (ALMS) site that is coupled with training opportunities on the Fort Carson Learning Management System (LMS). Increased Composite Risk Management (CRM) and Accident Reporting training has received positive feedback from leaders in supporting risk mitigation at all levels. Local training focuses on specific and common hazards in the Fort Carson area.

Impromptu or "hip pocket" type training is conducted at all levels, taking advantage of lessons learned from real-world hazardous situations and events.

Empowerment

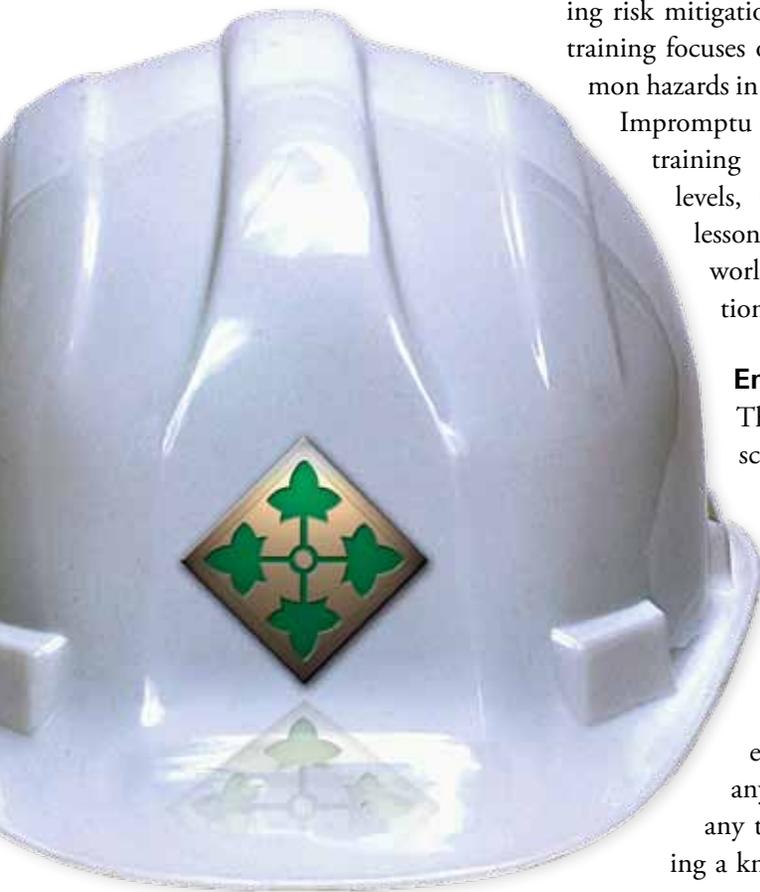
The tools provide the science for inculcating safety within Fort Carson, while employee empowerment provides the art. All Soldiers, Families and Civilians are fully empowered to stop any process or event at any time, essentially "taking a knee" to figure out the

risk and the mitigation of that risk. This is practiced across the installation, in every facet of what we do. At Butts Army Airfield, the maintenance team's over 1,000 days without having a reportable injury can be directly attributed to the employees' ability to immediately invoke work stoppage when a safety hazard is found which will not resume until the correction is successfully implemented.

The contracting officer representatives (CORs) also play a vital part in monitoring all facets of contract work to mandate a safe environment at the job sites. CORs are empowered to stop contractor work immediately should unsafe acts be recognized. For example, working hand-in-hand with the Safety Office, the COR halted elevator construction at the garrison headquarters until the contractor was able to mitigate unsafe conditions at the work site. This action possibly prevented a major accident and would not have occurred without employees being fully empowered.

Strategic Communications

As with any campaign, strategic communications play a critical role in its success. To help shape and sustain organizational culture clear communication is essential. USAG Fort Carson uses a variety of media to ensure all Soldiers, Families and Civilians remain current with the latest tactics, techniques and procedures to mitigate safety hazards. Traditional print media such as safety posters, command safety plans, safety flyers, and safety publications can be found across the installation promoting safety awareness in every aspect of what we do. USAG Fort Carson also leverages information technology to





The Safety Office continually analyzes data sets to determine performance lagging indicators and benchmarking these data against current Army statistics.

deliver training and our safety message both inside and outside the gate. Social media such as Twitter, Flickr, Facebook, and a unique Directorate of Family and Morale, Welfare and Recreation (DFMWR) text messaging initiative is available to enhance safety awareness and discussion. These initiatives directly support the Fort Carson Campaign Plan (FCCP) Protect the Force Line of Effort (LOE) to ‘Sustain an aggressive media campaign to promote safety awareness.’ It increases safety awareness throughout the installation by leveraging a wide variety of media and awareness materials.

Accountability

No initiative is sustainable without accountability. Everyone is held accountable to prevent accidents before they occur, to stop operations until risks are mitigated and/or minimized, and to take proactive steps to ensure a safe and healthful living and working environment. Safety is embedded in the performance standards of all employees and reviewed quarterly with respective supervisors. Periodic announced and unannounced safety and occupational health inspections are held throughout the year to keep safety at the forefront of the workforce. Most importantly, peers hold peers accountable every day to ensure high safety standards are enforced in all we do. Personnel empowerment has had a positive effect on Fort Carson and has increased our safety awareness dramatically.

Installation directorates are required to develop and implement directorate-

level safety action plans (SAPs) that address mitigating and reducing risk in all Installation programs, processes and procedures. The SAPs are in turn briefed out quarterly to the leadership to ensure safety hazards are addressed and mitigated, best practices are shared, and discussions are held with solution sets developed for implementation.

Reward and Recognition

The Fort Carson leadership has increased its emphasis on support of the Army Safety Awards program in several venues to include the staff meetings, Safety Councils, and during safety inspections. Additionally, in direct support of the FCCP Protect the Force LOE, these initiatives continue to foster an environment that recognizes personnel and organizations that either eliminate unsafe acts and behaviors or prevent an accident from occurring.

Process Improvement

After each activity or event, after action reviews (AARs) are conducted to ensure any hazardous situations are taken apart, drilled down on, and risk mitigation solutions developed and propagated throughout the command. The Safety Office continually analyzes data sets to determine performance lagging indicators and benchmarking these data against current Army statistics. Gap analyses are then applied and action plans are developed or adjusted to meet the demands of the changing environment.

No single approach by itself will sustain a safety culture. The ability to balance the foundational building blocks

is the key to successfully inculcating safety awareness and taking this awareness to the level of sustainment within the organization. Each block must be continually reassessed for effectiveness and new approaches and initiatives developed and implemented as part of continuous process improvement.

OCCUPATIONAL HEALTH

Along with the Foundational Building Blocks, USAG Fort Carson has proactively engaged in implementing and encouraging employee participation in occupational health and safety related programs and training to foster a safe and healthy work environment. The garrison is directly involved in ensuring personnel working high risk activities and functions are thoroughly trained in the identification and control of all possible risks they may encounter. The installation has also taken training beyond the workplace where Community Emergency Response Training (CERT) is offered to the Fort Carson Family. The success of these training activities in and outside the workplace is evidenced daily. Common events such as on-post housing mayors identifying a neighborhood gas leak and immediately reporting the leak, ultimately averting a disaster, can be directly tied to training.

RESILIENCY

The Army continues to move toward promoting resiliency in Soldiers and Families to cope with the stresses of a high operational tempo. Like all instal-



lations, Fort Carson has been actively engaged in the Comprehensive Soldier Fitness program. The Army is now including Department of the Army (DA) Civilians in this program, addressing the third pillar of the Army Family. Not unlike the Army, USAG Fort Carson had recognized that in order to inculcate and sustain a safety awareness culture it must also address the stresses on the Civilian workforce caused by maintaining a continuous Available status. Falling in line with the Installation Management Campaign Plan (IMCP) Soldier, Family and Civilian Well-Being Line of Effort SW5, the leadership continues to fully support and encourage participation by all employees.

The installation has sent DA Civilians to the Master Resiliency Trainers course in order to further strengthen its program. In working toward addressing resiliency, it also fully supports employee opportunities in the Civilian Wellness Program and has actively implemented an alternate work schedules (AWS) / telework program. USAG Fort Carson continues to research and implement other high impact programs to strengthen employee resiliency.

To further enhance our resiliency posture, a resiliency campus complex is being developed at Fort Carson which will soon provide centralized infrastructure to support Soldier, Family, and Civilian physical, mental, and spiritual well-being.

RESULTS

Has this multi-dimensional approach paid off? The data indicate a resounding yes. As requirements continue to in-

crease due to dramatic growth and constrained resources, USAG Fort Carson's data show a 51.02% decrease in workplace accidents for reportable and non-reportable incidents. This can only be attributed to the inculcation of safety into the Fort Carson culture through the full integration of the Foundational Building Blocks, Occupation Health program, and resiliency initiatives.

USAG Fort Carson's approach to safety falls directly in line and fully supports the Installation Management Campaign Plan (IMCP) Safety Line of Effort, which provides the operational and strategic framework for Safety across the enterprise, while simultaneously meeting and exceeding the Fort Carson Campaign Plan objectives; providing the tactical and operational framework for the installation.

INCULCATING SAFETY

With the high OPTEMPO that Fort Carson has experienced, in addition to other significant events elsewhere in the military community, it is reasonable for our Soldiers, Family members, and Civilians to expect to live and work in a safe environment. Fort Carson has implemented multiple programs to ensure the safest practices are being conducted on a daily basis. It is not enough to merely talk about safety. It must be reinforced at all times. Mitigation efforts and continuous assessment will ensure Fort Carson continues to become a safer, accident-free installation.

USAG Fort Carson has embarked on a path to not only change behavior but to also become and sustain a safety conscious culture. We have done so through integrating the foundational building

blocks into a solid framework and aggressively implementing programs that address occupational safety standards and resiliency. Fort Carson continually seeks new pieces of the puzzle to improve and sustain its safety posture, ready to incorporate new programs, policies, and procedures into its arsenal.

USAG Fort Carson is currently melding safety, occupational health, and resiliency programs into the Army Communities of Excellence Criteria which will further strengthen our programs utilizing this well proven organizational framework. This approach enables the continual development of a safety organization that results in an effective, efficient and sustainable organization.



COL McLaughlin is the USAG Fort Carson Garrison Commander. He has served in a variety of command and staff positions at Battalion, Brigade, and Division levels to include with the 2nd Marine Division as the Division Deputy Fire Support Coordinator. COL McLaughlin has participated in a variety of joint and multi-national deployments including Operation Joint Forge in Bosnia Herzegovina as part of Multi National Division North, Operation Enduring Freedom as part of CTF Horn of Africa with the 2nd Marine Division, and two tours of duty as part of Operation Iraqi Freedom.



Making Safety Social: How U.S. Army Garrison Yongsan is Using Facebook to Make its Community Safer, Socially

by Dan Thompson, Chief of Public Affairs, U.S. Army Garrison Yongsan

*This approach uses Facebook to both **transmit and receive what are essentially spot reports** in a transparent environment, and it has dramatically changed how USAG Yongsan informs its public.*

It was August 19, 2003 when an ordinary-looking truck pulled up next to the United Nations Baghdad headquarters and detonated, taking with it the lives of several extraordinary people, including the UN's top diplomat, Sergio de Mello. Soon after the explosion echoed across Baghdad's hazy skyline, U.S. Army tactical operations centers in the city began receiving instant radio updates from units on the ground about the damage. Those reports, commonly referred to as spot reports, consisted of concise packages of critical information logged and instantly shared with decision-makers to create an organized, informed response. The response, experienced by the author while on active duty, served as the inspiration for a radically new approach to emergency notification in 2010 during several natural disasters in Seoul, South Korea. This approach uses Facebook to both transmit and receive what are essentially spot reports in a transparent environment, and it has dramatically changed how USAG Yongsan informs its public.

While social media sites like Facebook and Twitter are sometimes viewed as having only entertainment or informal

communication value, many governments are quickly taking notice of the powerful ripple effects social media can create. For example, the Iranian government was caught off guard in the summer of 2009 when pro-democracy demonstrators surged into urban centers, coordinating their movements with military precision using smart phone technology with Facebook and Twitter to mobilize, identify and share threat information, and instantly coordinate rally points for medical care. Additionally, images of what has been dubbed the Green Revolution were broadcast in near real time to the world via the internet without bulky satellite trucks or conspicuous video cameras. Indeed, the effectiveness of Facebook and Twitter as virtual Tactical Operations Center platforms, especially when combined with cell phone photo and video capability, has led countries such as Syria, Pakistan, China, Iran, Vietnam, and others to block access to social media to prevent political upheaval. However, the same features of social media that leave oppressive regimes trembling – centrality, speed, transparency, and messaging capability – actually serve to empower open, democratic governments looking to im-

prove their relationship with the public.

USAG Yongsan, located in the heart of Seoul, South Korea, serves more than 25,000 Service Members, their Families, Civilians, Contractors and partners with the Department of State, that have a presence on the installation. Additionally, the garrison works closely with host nation agencies such as the Korean National Police and local municipal governments. With a complex and often overlapping mesh of agencies and units, emergency notification becomes equally complex. While traditional phone trees, internal unit notification through operations channels, and radio broadcasts do play an important role, the centrality, speed, transparency, and messaging capability provided by social media such as Facebook and Twitter not only serve to augment traditional notification methods, but transform it, as Yongsan's response to a 100-year flood confirmed in September 2010. We will examine each of the four factors contributing to the success of Yongsan's social approach to emergency notification and discuss them in the context of emergency notification and safety, using real-world examples tested in Yongsan.



One of the most difficult population groups to directly contact, even though they are often critically affected by emergencies, were spouses, who now make up approximately 70% of active users on Yongsan's Facebook page.

Being at the center of the discussion

Facebook has become more than just a place for teenagers to keep in touch. With more than 5,400 fans (or a quarter of the garrison's population), www.facebook.com/youryongsan has become a virtual town center with approximately 60% of its users being between 24-44 years old, and nearly 20% aged 18-24. Indeed, one of the previously most difficult population groups to directly contact, even though they are often critically affected by emergencies, were spouses, who now make up approximately 70% of active users on Yongsan's Facebook page. In the great struggle to capture just a fraction of one's attention during daily internet usage, Facebook has allowed the garrison to insert short bits of its most important information directly and noninvasively into the same forum

community members are using daily to keep in touch with friends and relatives.

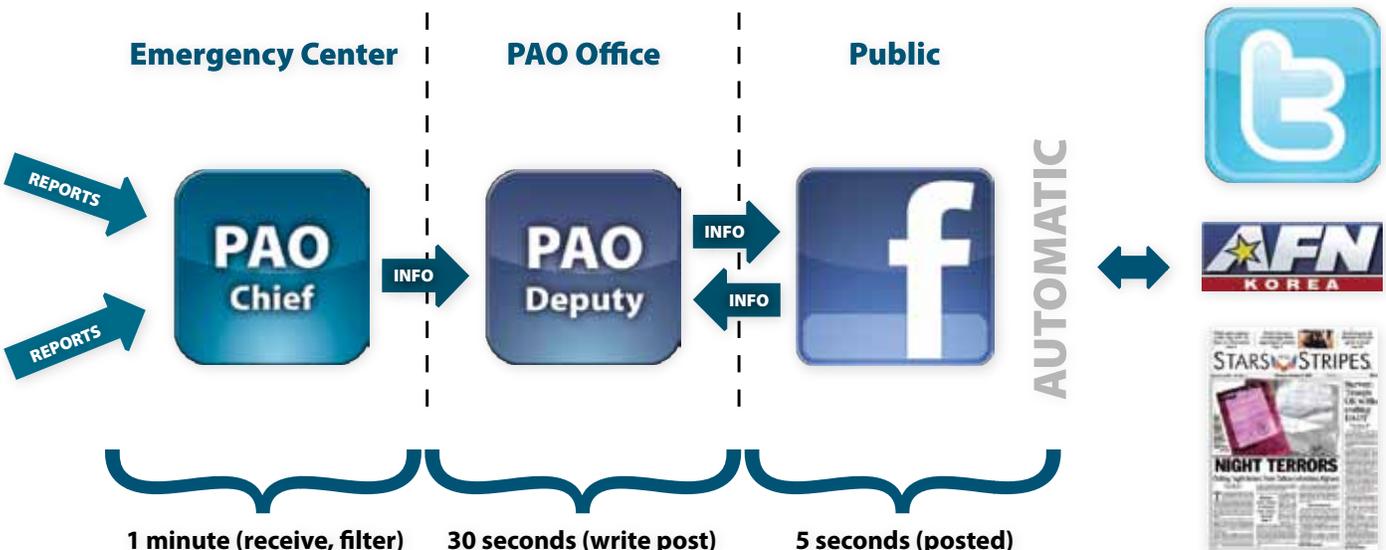
Facebook's centrality allows the garrison to post information that matters to people within a platform that is rapidly becoming almost as commonplace as the home telephone was in the 20th century. More importantly, the Facebook wall allows the garrison to post in real time spot reports, creating a virtual information stream emanating chronologically from the nucleus of the emergency response center with few moving parts in between to slow the process. Because there is less interpretation of the original information to be distributed, information generated from the nucleus maintains a very high degree of integrity with unsurpassable timeliness.

With Facebook already a major meet-

ing place for thousands in the Yongsan community and its reporting speed unlike anything offered by static websites or traditional media such as TV or radio, a decision was made to make the Facebook page the standard by which all other partner media should sync to for emergency notification information – a function previously filled by cumbersome press releases and phone calls to multiple agencies. This proved especially effective during Typhoon Kompasu in September 2010.

The centrality of Facebook was key in allowing the garrison to disseminate information instantly to the public. Because of its central nature, postings on Facebook served not only to inform Facebook visitors, but create a chain reaction of two types, automated and manual. Yongsan's Facebook postings

SOCIAL MEDIA PROCESS





*During Typhoon Kompasu, Yongsan placed the public affairs chief in the operations center, where he was able to filter sensitive information and relay releasable information to a Facebook operator--also a public affairs specialist--who **posted spot reports within seconds of receiving the information.***

are programmed to automatically generate Real Simple Syndication, or RSS, feeds that post automatically on Twitter and Yongsan's official ".mil" website, in addition to users subscribing to the RSS feeds. Manually, a broad range of stakeholders consisting of the non-Facebook public, American Forces Network, Stars and Stripes, and Korean media were able to monitor the Facebook feed and report faster than would normally be possible purely telephonically.

Speed matters

Social media offers emergency notification planners one of the fastest vehicles available for notifying thousands of people at one time. In the instant information age, the public expects instant updates. This expectation may be met by placing a Facebook operator directly inside an emergency operations center. During Typhoon Kompasu, Yongsan placed the public affairs chief in the operations center, where he was able to filter sensitive information and relay releasable information to a Facebook operator--also a public affairs specialist--who posted spot reports within seconds of receiving the information. The operator also coordinated with media partners to notify them that new, vetted updates were available online. From the time it was received in the operations center to the time it was posted to Facebook, each spot posting took between 30 seconds and 2 minutes to publish – an astonishing turnaround time in an emergency situation.

Speed matters to audiences. During Yongsan's emergency response, some irregularities were observed in the quality of the information, as it was still developing. Despite changes in some information as the situation developed, the audience largely accepted this dynamic in exchange for the sense of security and instant gratification that instant updates provided, especially regarding early school closures and school bus estimated times of arrival. Community members felt as if they were inside the operations center, knowing what we knew as we knew it, which increased their confidence in the garrison's emergency response. Although the garrison may have posted a gate closing, only to change details of that closing a few minutes later, community members were still grateful for the information. In live reporting this phenomenon also occurs, such as reporting on aircraft disasters when passenger details are constantly changing as the situation matures. This dynamic does not detract from the news value because the alternative is delayed reporting, which is not realistic in the social news environment. If authorities do not tell their story in a time of crisis, someone with a cell phone will tell it for them, which could prove detrimental with enough hits on Facebook or YouTube.

Building trust through transparency

In a garrison setting, when trusted public affairs specialists are properly

trained and experienced, they can sift quickly through operationally sensitive information and identify that which is publically releasable. During destructive weather in August and September at Yongsan, a public relations strategy was employed that liberally released information as long as it did not reveal operational security responses that could provide insights to adversaries. Additionally, the garrison took the unprecedented step of uploading photos of decision makers in action directly from within the emergency operations center. For instance, a photo of Garrison Commander Colonel William Huber huddling with his emergency reaction team before an array of maps was uploaded to Facebook within two minutes of being taken, complete with details about the huddle and a strategic message quote from the commander. Likewise, during President Barack Obama's visit to Yongsan during the G20 Summit in November, the garrison uploaded streaming video of subject matter experts giving short web cam interviews with advice about base access and service disruptions – live. This real-time, transparent reporting drew immediate praise from Facebook fans and the public at large who were able to see the garrison's organized response unfold live before their eyes, giving them a virtual seat in the proverbial ivory tower.

Allowing the public to participate in a transparent exchange of emergency



information also built trust and increased public opinion of the garrison. For example, not only did the garrison transmit information via social media, it solicited information from the community, making each person with an internet connection a virtual listening post from which the garrison could gather damage reports. For instance, Yongsan encouraged the public to post photos of damage and report problems they were observing. While it was made clear that emergencies should be called in immediately to the authorities, Facebook served as an auxiliary intelligence source for emergency responders who were able to see images of flooding or downed power lines in places they did not have access to and plan a response. Additionally, by monitoring Facebook posts, garrison officials were able to identify emerging trends such as residential flooding and immediately set up a special hotline directly to the

operations center from which affected residents could get instant information from a person on the other end about estimated cleanup times, prevention advice and

claims procedures. This combined effort between the garrison and the public created an atmosphere of mutual assistance and generated hundreds of positive remarks about the garrison on Facebook, which were visible to the local press and higher leadership.

Messaging officially

Social media is only now being widely adopted by Department of the Army agencies following years of cautious observation. Indeed, in Facebook's not-so-long-ago infancy, its potential as a public relations tool was understood by only the most progressive thinkers. Time has since proven Facebook and similar mediums to be extremely influential. Although it is influential, it may also be quite chaotic with useful information grouped alongside pedestrian chatter. Garrison Yongsan was able to resolve this tension by clearly defining what was official and unofficial by creating a "Just U S A G Yongsan" button on its Facebook page, making only official posts the default view for all visitors, and signing each post with a name and organization. Additionally, this was followed up by an "It's Official!" campaign that taught the community

how to identify official garrison news.

During the flooding in September and G20 in November, there was little discussion about which information was official and which was not on the Yongsan Facebook page. Indeed, because Yongsan built its Facebook in such a way as to prominently display official info and condition its audience through ongoing engagement, there was little ambiguity about the official nature of the information provided. During an emergency, it is critical that audiences know whether or not information on social media is trustworthy. By imprinting the garrison brand and signature on each social media posting, Yongsan was able to accomplish this strategic objective successfully. Despite this success, there is the ongoing challenge of adopting support for social media among bureaucrats that favor traditional media and control of the message.

What if?

Social media is sometimes viewed as traditional media's unruly kid brother, but to be used effectively, its social nature may be viewed as a strength. Several inquiries have been made about Garrison Yongsan's social media and its potential shortcomings. For instance, what happens if power fails in the affected community? How could users access social media as the primary outlet for non-internal mass notification? Recall that social media creates a chain reaction, one of which is feeding information to traditional media like radio. During the August floods, some neighborhoods lost power, but were still able to access Facebook and Twitter feeds on their smart phones, in addition to hearing radio reports from AFN that was simply conveying Yongsan's Facebook





Social media may also create some unexpected security benefits. For example, suspected North Korean denial of service attacks on South Korea in July 2009 left the official Yongsan Garrison web page inaccessible or cripplingly slow. Adversaries specifically targeted “.mil” and “.gov” sites because of their tactical value, but overlooked social media sites like Facebook, presumably because of their perceived lack of importance to the enemy’s objective.

posts over the airwaves. Essentially, the system was triple redundant.

What if the emergency operations center lost power? With a cell phone or netbook with cell phone modem access, officials may continue to post as long as cell phone service is available. Additionally, staff members with wireless access could potentially report from anywhere, be it the local coffee shop or from the safety of home if base access was suddenly impossible. Indeed, wireless coordination between authorities and emergency notification for the public need not be facility based, which may prove to be a strength in some scenarios.

Social media may also create some unexpected security benefits. For example, suspected North Korean denial of service attacks on South Korea in July 2009 left the official Yongsan Garrison web page inaccessible or cripplingly slow. Adversaries specifically targeted “.mil” and “.gov” sites because of their tactical value, but overlooked social media sites like Facebook, presumably because of their perceived lack of importance to the enemy’s objective. However, Garrison Yongsan’s information operations, while crippled, were not halted because its Facebook page continued to run flawlessly. Indeed, by shifting the information effort to a civilian setting, Yongsan’s media efforts are difficult to attack, especially given Facebook’s

massive infrastructure and inherent self-interest in maintaining customer satisfaction despite an onslaught of attacks. While this example suggests that civilian media may be less vulnerable to attack, it also suggests that the threat could increase as adversaries understand how authorities in democratic societies are leveraging social media.

While social media sites like Facebook are Garrison Yongsan’s primary means of emergency notification for the unofficial public because of the ripple effect they create, they are only one in a series of tools in a wide array of mechanisms, which should be emphasized here. Although non-duty community members show a compelling preference for Social Media, it only serves to augment and enhance other outlets such as radio, TV and public address speakers.

Conclusion

In a media environment where information gatekeepers are withering away, it is critical that authorities tell their stories instantly so that others do not tell it for them. Remaining active in the information realm instead of reacting to it could make the difference between saving a life during a crisis or ending up in the vicious 24-hour news cycle as an example of incompetence. Social media have thus far enabled Garrison Yongsan to preempt potential conflicts, refine practices and strengthen the sense of community by

enlisting word-of-mouth information sharing using Facebook as a catalyst for conversation. These strengths serve to create a far more dynamic emergency notification tool that offers two-way communication between authorities and their community right when they need it most. While providing live information services to community members during emergencies is a tall order, Garrison Yongsan has proven time and time again in 2010 that community members feel safer and more valued when social media is employed centrally, quickly, transparently, and officially.



Dan Thompson is a published author and combat veteran assigned to 1st Armored Division in Iraq from 2003-2004. He won 1st Place in the 2009 IMCOM Keith L. Ware Outstanding Initiatives in Social Media award and is completing the Global Master of Arts Program at Tufts University’s The Fletcher School of Law and Diplomacy.



Our Safety Imperative: An Engaged Workforce

by LTC Elizabeth Ryan Griffin, Commander, USAG Mannheim

...Change equals uncertainty and uncertainty makes it very easy for employees to “check out.” ...But when employee engagement declines, safety is at risk - and as leaders we are compelled to take action.

I reported to the Reserve Officers’ Training Corps (ROTC) Basic Camp at Fort Knox, Kentucky in the summer of 1990. During in-processing, I was issued a “red-dot” sticker to wear on my watch. Our drill sergeant explained to the platoon that this red dot was a safety reminder. He was convinced that with a red dot centered on our timepieces, we would not only think, but practice, safety. With so many safety tools available to us today—think TRiPS, GRAT, ARAP, RMIS, ATSTP, LRAS, PLRs, MMP—how could something as simple as a red dot work?

When I think back on that summer, we spent a lot of time checking our watches, either to ensure we were on time or admittedly to wish time would pass faster. Often, our 50 minute “blocks of instruction” concluded with glazed stares at a clock mounted above a classroom door. Even those clocks had big red



dots mounted in the center! As simple as it sounds, the red dot engaged us, prodded us and, yes, compelled us to stop, think and then act. Every Soldier in the platoon had a red dot on their watch and subscribed to the same mantra – safety first. While there is tremendous value in the safety tools available to leaders today, imagine the power of the “red dot” in your garrison.

On June 23, 2010, the Department of Defense announced the closure of the Mannheim Military Community by 2015. This announcement directed several unit moves from the Mannheim area, as well as the inactivation of USAG Mannheim on May 31, 2011. After a very proud 55-year history, this news was met with sadness by many garrison employees who have served selflessly in Mannheim for years and call it home.

Since the announcement, we’ve learned two critical things: 1) Change equals uncertainty and 2) Uncertainty makes it very easy for employees to “check out.” Inevitably, employees

begin searching for other job opportunities and become distracted from the expected teamwork and community support. They tend to focus on self-preservation, both personally and professionally. Some of this is to be expected as it is nothing more than human nature. But when employee engagement declines, safety is at risk - and as leaders we are compelled to take action.

As we all know, engaged employees are more likely to make decisions for the betterment of the organization, which leads to increased productivity, increased motivation, decreased injuries, and improved risk-management procedures. Said simply, engaged employees are more likely to predict and prevent accidents. Engaged employees easily recognize warning signs before an accident occurs, they actively look out for one another and they are motivated to ensure the mission is safely accomplished. Engaged employees are anything but complacent because they understand their value to the organization, the mission, and most importantly, their value to each other. As leaders, how do we maintain this imperative - especially in the challenging environment of a major base closure?

The five actions detailed below form the backbone for engaging our employees while promoting a positive safety culture and protecting the Army’s most important assets - Soldiers, Families and Civilians. While these five actions may not be as simple as a red dot, they encourage employees to stop, think... then act.

- (1) Involve the manager/supervisor: Show compassion and concern for the employee and stress the



Don't try to go it alone. While we are fortunate to have so many safety tools available to us on the internet, nothing replaces the positive impact of a non-commissioned officer.

employee's importance.

- (2) Promote the employee as a stakeholder: Challenge employees to perform to a higher standard and reward their efforts.
- (3) Simplify the reporting process: Don't bury employees with confusing or time consuming reports.
- (4) Require a simple, easy-to-complete Job Hazard Analysis (JHA) or Risk Assessment for each task: Ensure employees identify hazards before they occur to eliminate or reduce risks to an acceptable level.
- (5) Maintain consistent enforcement: Routinely demonstrate your commitment to the employee, the mission and a safety culture.

While implementing the five action items above at USAG Mannheim, we've developed three best practices that have reinforced our efforts to sustain employee engagement and maintain a high level of safety vigilance.

First, **seek out employees.** My command sergeant major and I make it a point to get out from behind our desks and talk to our employees every day. The primary purpose is simply to show we care and appreciate their contributions. The by-products of these visits include checks on workplace safety and force protection, as well as the opportunity to congratulate a job well done or provide increased emphasis for areas of concern. Visits are hardly ever

scheduled in advance, rarely accompanied, and are most likely weekend visits to the youth center, early mornings at the fitness center, late night visits to the Military Police desk, or a candid conversation with a refuse collector, mail clerk, short order cook or food service worker as he or she goes about their daily business for the garrison. In addition to involving managers and supervisors in garrison safety efforts, maintaining command visibility to the workforce is critical to ensuring employee engagement. Without a consistent message from the garrison leadership team, it is all too easy for the daily churn of tasks to overtake a safety message and lead to shortcuts and blind-eyes.

Next, **connect with family members.** Never underestimate the power of an Army spouse or child in keeping their Soldier or Civilian safe. In a closing community where "workforce shaping" efforts inevitably result in job loss and unexpected career changes for many, employees will often feel abandoned, rejected and alone. Soldiers and their Families impacted by unit relocations also face unexpected moves and transitions. Many will disengage as a coping mechanism for what they know will be an eventual end to very important chapter in their lives of service. As leaders, we must capitalize on the stable, unvarying force in the lives of our Soldiers and employees - their Families. More times than not, it is the spouse or the child that can reach out

to the employee or Soldier to validate their self-worth, contributions and value – resulting in not only critical risk avoidance but greater levels of employee engagement and again, higher levels of safety awareness.

Finally, **don't try to go it alone.** While we are fortunate to have so many safety tools available to us on the internet, nothing replaces the positive impact of a non-commissioned officer. This fall, we sponsored Command Sergeant Major Michael Eyer of the U.S. Army Combat Readiness/Safety Center as a guest speaker to our Community Non-Commissioned Officer Professional Development (NCOPD) Program. This guest appearance paid huge dividends with more than 100 NCOs in attendance. Not only did CSM Eyer emphasize the importance of maintaining an engaged workforce, he also challenged the non-commissioned officers in our community to think about how they could prevent off-duty accidents. On the garrison staff, we've increased our emphasis on safe off-duty conduct for Soldiers and Civilians alike, recognizing that the majority of incidents in our community take place after duty hours. Our Provost Marshal routinely implements both "Click It or Ticket" and "Booze It and Lose It" check points to better protect the total force on post and has successfully liaised with German Polizei conducting joint patrols at off-post establishments. During a recent Safety Stand Down day, we partnered with AAFES to expose Soldiers, Family members and Civilians to a drunk driving simulator and the inherent dangers of poor decision making. The European Medical Command graciously provided a Wellness Coordinator to advocate



employee wellness and healthier habits. Furthermore, we've trained Directors and Division Chiefs on the warning signs for depression, suicide and substance abuse, and actively promoted a command climate focused on a positive mental attitude as well as one of patience and tolerance. The emphasis on "we're in it together" has helped retain employee engagement levels.

While these three best practices are focused on our closing installation, they are applicable to any garrison where the command team wants to improve employee engagement or simply re-focus the workforce on the basics of promoting a safety culture. If you subscribe to the school of thought that all accidents are predictable and preventable, as well as the notion that no one purposely comes to work hoping to fail or expecting to slip, trip, fall or get in an accident, then you as a leader are fully ready to engage your work force. Clearly, this is not as simple as issuing a red dot to each member of our workforce — but it is a basic approach that puts safety at the forefront of on and off-duty conduct without causing employees to dread yet another safety briefing or mandatory training course.

Serious or costly safety issues ultimately require special emphasis, tracking, budgeting and time to correct, but smaller hazards can be solved by an engaged workforce. Ensuring that every employee, and certainly the garrison Safety manager, is trained in identifying hazards and knows the process to correct hazards is essential. Often, simply resolving smaller hazards can reap significant dividends in time and money. The ever present challenge, of course, is the "how" behind keep-

ing the workforce engaged to ensure you see a return on the investment. The sooner that leaders recognize the barriers to achieving high levels of employee engagement, the sooner we will develop better ideas for breaking those barriers down, resulting in a smart return to the "red dot" approach to safety. Reinventing new approaches or websites may not be as necessary as making sure our leadership message is clear on every level to every Soldier, Civilian and Family member. On a very fundamental level, we must all subscribe to the mindset that safety is everyone's responsibility. It should be as habitual and ingrained as glancing at your watch. Maybe that sergeant's little red dot (for what, pennies per soldier?), was right on target: Every minute of every day is a good time to focus on keeping our IMCOM Family safe and secure.

Harry (Buster) Godwin, USAG Baden-Wuerttemberg Safety Officer, contributed to this article



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Seeing Our Way Safely Through BRAC

by *Deborah Joyce*, Safety Director, USAG Fort McPherson

Transition, regardless of the reason, always offers ample opportunity for accidents and injuries.

The Base Realignment and Closure (BRAC) Act of 2005 identified Fort McPherson for closure and Fort Gillem for reduction to a small military enclave by Sept. 15, 2011. With less than a year until closure, organizations on both installations are intent on ensuring the transition is a success. What does that mean in regard to safety? As we inch closer to closure, the mission pace increases, funding levels decrease and employees are more focused on retirement, job loss or relocation than on watching where they are walking or what they are doing. Transition, regardless of the reason, always offers ample opportunity for accidents and injuries.

With the BRAC deadline looming in less than a year, installation leadership and BRAC implementation personnel are extremely focused on accomplishing the mission of closing facilities and installations effectively and, most important, on time. With ever-nearing deadlines, with intricacies and complications of moving the many affected organizations, with managing property accountability and turn in, addressing environmental concerns and overseeing the completion of so many more tasks, the center of attention for personnel living through a BRAC is, understandably, an endless to-do list of closure requirements. However, as long as people are on the installation, the BRAC process and safety requirements must be able to “play in the sandbox” together.

The apparently conflicting imperatives of closing a base and preventing accidents and illnesses pose a challenge for installation leadership. That challenge is most acute with the garrison commander who, as the “city manager,” is responsible for executing the many steps of the closure process while still providing facilities, programs and services necessary to remaining garrison

Safety and Occupational Health Act of 1970, was written, “to assure safe and healthful working conditions for working men and women.” The garrison commander and the command team must balance meeting BRAC requirements with ensuring the policies set forth in Public Law 91-596 and other regulations are met. Safety is everyone’s business and responsibility.



The Army’s benchmark for assessing unit safety posture is the Army Readiness Assessment Program (ARAP). ARAP is a Web-based survey that provides battalion-level commanders with data on their formation’s readiness posture through five segments:

Process Auditing

- Assesses the processes used to identify hazards and correct problems

and correct problems

Reward Systems - Assesses the unit’s program of rewards and discipline to reinforce proper behavior and correct risky actions

Quality Control - Places emphasis on high standards of performance

Risk Management - Assesses the health of unit processes

Command and Control - Assesses leadership, communication, and policies as they relate to composite risk management (CRM).

son and tenant activities as they wind down their business and eventually close. All of these activities are nested in Safety, as a dedicated Line of Effort in the IMCOM Campaign Plan. Armed with the guidance in the plan, the garrison commander is committed to ensuring that safety and risk management overlay every aspect of day-to-day business. This not only keeps the employees safe, but it better prepares both the employees and customers for what is yet to come.

Public Law 91-596, also known as the



Commanders are required to conduct two ARAP surveys – one within the first 60 days of assuming command and another midway through their command tenure. CR/SC is the “gatekeeper” of this data to ensure proper analysis of the input. This tool offers the commander a comparison to other units, either Army-wide or to IMCOM only.

Once the survey window closes, the commander receives a one-on-one outbrief from the U.S. Army Combat Readiness/Safety Center (CR/SC) staff regarding the input received. Survey responses are statistically clustered by readiness score into four equal groups known as quartiles. The first quartile is the most ready group, based on safety posture, and the least likely to suffer debilitating accidents. Vulnerability to accidents increases in quartiles two - four. Statistically, units that score in the fourth quartile may be twice as likely to have a “Class A” accident as units in the first quartile. A Class A accident results in total property damage of \$1 million or more; an Army air-

craft or missile is destroyed, missing, or abandoned; or an injury and/or occupational illness results in a fatality or permanent total disability.

Fort McPherson and Fort Gillem have conducted this survey four times. The first three times, the results of the survey showed us to be in the third quartile. In the most recent survey, we moved into the second quartile. Improving our ARAP organizational posture from the third quartile to the second while in the final throes of BRAC is an accomplishment we had neither expected, nor anticipated. Some may ask, “was it just luck?” Possibly, however, it is important to communicate to your employees. If you have asked them to take the time to respond to a survey, it is equally important for leadership to let the employees know the results of that survey. More than that, providing feedback lets employees know leadership is listening and is responding. Based on these results, it is our opinion that our employees continue to believe we are doing our day-to-day business

safely and are ensuring command and control, standards and discipline are effective and in force.

The last two questions on the ARAP survey are possibly the most important ones – what they consider the most hazardous thing they do that is related to their jobs; and what they think are the most significant actions the command can take to improve safety. Employees who take the time to provide feedback to these questions seriously want to be heard, and their responses provide an azimuth check for us to see if our programs are pointed in the right direction for providing our most effective safety campaigns, or where we need to adjust our current programs to be more effective. The survey is anonymous, assuring employees the comfort of being able to offer feedback without fear of a perceived retribution. When the results are in, we ensure our garrison employees receive feedback from the surveys, both by informing them of the results and by letting them know of any changes or responses as a result of their responses.

While Atlanta is famous for many wonderful features, not so wonderful is its infamous traffic, which means long commute times and frustrated, aggressive drivers. As a result, many employees responded to the question of the most hazardous thing an employee does during the duty day with the same answer: travel to and from work. The hazards they identify range from speeding to road rage, drivers texting, talking on cell phones, applying makeup and shaving while driving.

The commute is even more dangerous for employees who travel by motor-





*The garrison's **number one priority** is ensuring the safety of its employees and customers. The challenge of ensuring that priority isn't compromised while working with very limited resources to address hazard issues can be difficult.*

cycle. As a result, even though we are closing our gates, we continue to conduct motorcycle training and safety events. One of the most sought-after training programs on Fort McPherson and Fort Gillem is the Army Traffic Safety Training Program. This eight-module training program includes both basic rider and experienced rider courses and local hazards training.

Motorcycle training isn't the only safety instruction we provide. Based on customer demand, our Directorate of Emergency Services (DES) fire department and emergency response personnel offer a no-cost cardio-pulmonary resuscitation (CPR) certification course to the military community. Instructors teach participants how to react to life-threatening emergencies. The course focuses on primary care through a combination of knowledge development, skill development and realistic scenario practice to make sure participants have the confidence in their ability to provide care when emergency situations arise. While the class is beneficial to everyone who has taken it, it has directly impacted at least one student – a woman who used what she learned to react quickly when her young child was choking on food.

The subject of safety doesn't always induce such happy emotions. Historically, when a safety officer walked in the doorway, he or she would be met with moans, groans and

questions of the purpose of the visit. At Fort McPherson and Fort Gillem, safety is in the forefront of everyone's thoughts and actions. Employees know when they contact the garrison Safety Office staff with a complaint regarding a possible hazardous condition, we will review the complaint and, if appropriate, identify and correct the hazardous condition that concerned them.

With the BRAC transition process underway, our challenge is to find sometimes creative ways to mitigate hazardous conditions when funding may not be available to eliminate the hazard through conventional means. At less than one year until closure, we are looking at countermeasures to mitigate or minimize hazards. Managers are reminded of their duty to manage their areas and to train and educate their staff. Training is key. Recently, we conducted a safety stand-down day. As a part of the stand-down, managers were required to conduct safety training with their employees and specifically review the IMCOM-Southeast Employee Safety Handbook. This training included guidance for mitigating hazardous conditions where we cannot afford to correct it through ideal means.

Historically, when safety inspections were conducted on various facilities, managers received the inspection report and notified their collateral duty safety officer or facility manager to call the Directorate of Public Works (DPW)

work order desk to request corrective actions on any identified hazards. This process of following the three Es (engineer, educate and enforce) worked wonderfully when funding was readily available. Engineering the hazard was, and is, the best method. However, until such time that funding is available or the repairs can be accomplished, the hazard still has to be minimized and the affected employees must be advised, first of the hazard, and second of the countermeasures in place to minimize that hazard until the work can be completed. Risk assessment codes are applied to a hazard, which means we look at the probability of an accident occurring and the possible severity if the accident did occur.

The garrison's number one priority is ensuring the safety of its employees and customers. The challenge of ensuring that priority isn't compromised while working with very limited resources to address hazard issues can be difficult. Often, the challenge is met through teamwork – by using the resources and sound judgment of an experienced team of professionals, most notably the staffs of the Safety Office, the Directorate of Resource Management, DPW and DES. Another key to managing safety issues is ensuring the workforce is trained and knowledgeable to better understand how to protect personnel who may be exposed to any residual risk. As managers, we must enforce standards to



...the process of closing a building generates discussions as to whether to leave on (and pay for) utilities in an unoccupied building when not doing so can promote the growth of spores and other health hazards. But that same action of closing a building can provide a way to address safety concerns.

ensure countermeasures are in place and the employees understand and comply with safe operations around the hazard.

At Fort McPherson and Fort Gillem the garrison commander has directed Safety Office personnel to be part of the teams that are working to close buildings in preparation for BRAC. This requirement is another tool she has added to ensure checks and balances are in place to provide and maintain a safe, healthful living and working environment while the BRAC transition continues.

Safety personnel are the designated eyes and ears for the commander, just as the commander is the designated safety officer for the garrison. However, every employee on the installation is a safety officer and we all create the Command Safety Team. Closure under BRAC creates safety concerns, and can bring to light hazards that previously could not be seen. For example, the process of closing a building generates discussions as to whether to leave on (and pay

for) utilities in an unoccupied building when not doing so can promote the growth of spores and other health hazards. But that same action of closing a building can provide a way to address safety concerns. For example, minor hazards to employees are mitigated because when the employees are moved out of the building and the doors are locked, individuals are no longer exposed to the hazards. Of course, those hazards still need to be documented in case the facility is re-opened for use. If that happens, there is a requirement to correct the hazardous conditions before allowing employees entry and re-occupation of the building. The moment people are re-introduced to a hazardous condition, the condition must be addressed.

These conditions for employee safety are spelled out in Executive Order 12196, Occupational Safety and Health Programs for Federal Employees. This order directs the head of each agency to furnish employees places and conditions of employment free from recognized hazards that are causing or are likely to cause death or serious physical harm. This is the same order that directs prompt abatement of unsafe or unhealthy working conditions, periodic inspections of facilities and an audit-trail of corrective actions resulting from those periodic inspections. This executive order goes further to direct what must be done if a hazard cannot be abated in a timely fashion.

While we have policies at every level to give us the direction and mandates to provide safe environments, it's up to people to ensure those policies are enforced. At Fort McPherson and Fort Gillem, our garrison commander uses

a hands-on approach to management. Whether walking, running, biking or otherwise out and about on the installations, she keeps her eyes open and, when confronted with possible or obvious lapses in safety, does not hesitate to stop to ask someone questions or take corrective actions. This clear demonstration of the importance safety holds for the garrison commander serves as a daily reminder to everyone that while safety may start at the top, it is the responsibility of everyone. After all, this time of great transition may remind us that change is inevitable, but there is a line of individuals – commanders, leaders, safety officers, co-workers and customers – to remind us that safety is here to stay; it must remain a sixth sense!



Deborah Joyce is the USAG Fort McPherson Safety Director. Ms. Joyce has served in the Army and as a Department of Army Civilian since 1984. She holds a Masters Degree in Industrial Technology, Safety Management from Texas A&M-Commerce. She is a graduate of the 1997 CP-12 Department of Army Intern Safety Program



USAG Humphreys Safety Never Takes a Day Off

by COL Joseph Moore, Commander, USAG Humphreys

Several years ago, the plan to move all of U.S. Forces Korea stationed in and north of Seoul to Pyeongtaek, 55 miles to the south, set in motion vast changes for U.S. Army Garrison Humphreys. This small installation — formerly home to Quonset huts, dirt roads and Soldiers on one-year, unaccompanied tours — is now well on its way to becoming a Family-friendly post with some of the best amenities an Army installation can offer.

Here at Humphreys, in the midst of our massive transformation, we have a plethora of activities underway — numerous construction projects, increases in population and traffic — and ultimately, a greater potential for accidents to occur.

Safety Program Overhaul

In fiscal year 2005, USAG Humphreys experienced seven recordable accidents, ranging from winter and cold weather accidents to summertime traffic accidents.

With it being such a tough year for accidents, the Humphreys Safety Office decided to take a systematic approach in preventing accidents through education. The Safety Office developed an action plan focused on reducing accidents and meeting the expectations of the Secretary of Defense's goal of reducing Army accident rates by 75 percent by fiscal 2008 (with fiscal 2002 as the baseline).

This renewed effort put Humphreys on

the right path, ending FY 2006 by exceeding the reduction goal with zero reportable accidents or lost time to injuries.

Best Practices

The Safety Office has an arsenal of tools, programs and initiatives aimed at reducing accidental loss, and each year it launches comprehensive fall, winter, spring and summer safety campaigns enabling the garrison to accomplish its goal of matching the FY06 zero accident rate.

With each of the safety campaigns, training packages are available that cover a variety of seasonal weather issues — all issues with the potential to impact the readiness of our force of on and off duty Soldiers, their Families and the entire Civilian work force.

The training packages are placed on the garrison's web site, making the training available to all personnel, thereby not limiting Army safety training just to Soldiers. And the training materials are bilingual, ensuring our Korean workforce receive the same training as their U.S. counterparts.

The Safety Office directs seasonal training requirements and suspenses tracked by supervisors and directorates. Checks and balances were validated upon completion of individual training during no-notice surveys and staff assistance visits by the Safety Office.

Identifying Shortfalls

To complement the training packages, the Safety Office conducted frequent job site visits and spoke with individual employees, division chiefs and directorates in an effort to find out what they felt they were lacking as far as safety was concerned. By conducting these visits, the Safety Office identified numerous pieces of equipment — used daily — that needed significant updating or in many cases, replacement by newer equipment with better technology.

Major shortfalls in personal protective equipment for employees were also identified in just about every aspect of the daily mission. This resulted in hundreds of thousands of dollars being invested by the garrison to provide the workforce with updated equipment — a task long overdue. Management, along with the command group, tracked a major improvement in employee satisfaction and workforce safety.

The Safety Office instructed all of its professionals to dig into every aspect of their surveys while conducting Standard Army Safety Occupational Health inspections. This guidance was designed to ensure required training for employee compliance and to verify the serviceability of equipment, such as machinery. Physical inspections, documentation supporting daily checks by personnel and validation of all employee personal protective equipment for serviceability and usage, were key components of USAG Humphreys' success of reducing accidents.



With new standards in place, these practices became routine and the Safety Office continues to make unannounced visits to workplaces, validating usage of employee's personal protective equipment and ensuring employees have a safe working environment.

Humphreys' Way Ahead for LOE 5 — Safety

Our Safety Office conducts quarterly Safety and Occupational Health Advisory Councils (SOHAC) which encompass the mission organizational commanders, command sergeants major, safety personnel from all organizations, garrison directorates and the garrison command sergeant major; I serve as chair of the council.

The council focuses on accident analysis, trend identification and counter measures development. Attendees are briefed on analytical statistics from throughout the garrison and they, in turn, back brief their respective Soldiers and employees within their organiza-

tion. We've found that Soldiers and employees gain an increased awareness regarding what accidents are occurring here on Humphreys, why, and where they are occurring. Often the accident analysis is a real attention getter, because people sometimes prejudge the cause of an accident or mishap and later realize they assumed incorrectly after hearing the SOHAC presentation.

In fiscal year 2006, the Safety Office partnered with the Military Police and launched aggressive, year-round "Click it or Ticket" campaigns, resulting in an increase of seat belt usage on the installation — an 88 percent usage in 2006 improved to approximately 98 percent usage in 2010.

Army Traffic Safety Training program

With the directive to implement an Army Traffic Safety Training program in support of privately owned vehicles and motorcycles, our Safety Office executed and developed a comprehensive program.

However, we had an obstacle to negotiate. Land is a precious commodity — especially during a transformation where the installation is growing from approximately 1,200 acres to 3,500 acres that is already spoken for — so resources for a motorcycle training range were almost nonexistent.

We used a portion of our airfield as an interim solution, while the Safety Office sought alternate locations. They identified a possible location — an Army training area for units — adjacent to a small arms firing range approximately a half-mile outside the back gate of Humphreys. We funded and relocated a standalone motorcycle safety training course in this area. Our training area has since been certified by the Motorcycle Safety Foundation and has trained more than 400 students per year.

In addition to transformation, tour normalization has begun here at Humphreys. With an increase of command-sponsored families here, our Safety Office proactively requested Army Traffic Safety simulator packages consisting of one motorcycle simulator and 25 POV simulators, similar to the packages being delivered to many stateside Army installations.

Leading the way in Korea

Justifications for the simulator packages were submitted to the Installation Management Command Safety Office and once approved, Humphreys became the only overseas recipient of the safety simulation packages (at that time).

We use the simulators several ways. The motorcycle simulator is used for re-familiarization by anyone that has been away from their motorcycle and is





The Safety Office developed an action plan focused on reducing accidents and meeting the expectations of the Secretary of Defense's goal of reducing Army accident rates by 75 percent by fiscal 2008

preparing to go home on leave or PCS back to CONUS, for those thinking about purchasing a motorcycle or for anyone who needs to brush away some of the cob webs from old man winter before hitting the road. The motorcycle simulator has been instrumental in providing familiarization and awareness to anyone with the desire to go through the motorcycle course, but who has never had the experience of driving one.

The POV simulators also support Humphreys' Soldiers, Family members and DOD Civilians and have provided useful, realistic and worthwhile training to many people.

Soldiers and Family members, starting at age 16, who do not have any driving experience and want to get a driver's license, are offered as many hours on the simulators as they feel they need for safety awareness and the familiarization of just being behind the wheel of a car for the first time.

With the garrison's growth, there are more vehicles on the roads now than ever. Today, the number of POVs has climbed to over 1,400 more than a year ago and there are approximately 120 more motorcycles than in the same timeframe, from 2009 to 2010.

The good news story attached to this is that the Safety Office has trained approximately 1,200 individuals this past year on the motorcycle and POV simulators and on the motorcycle training course, resulting in zero fatalities and zero recordable accidents in the past

three years (fiscal years 2006 – 2009) for USAG Humphreys.

Engaging, Empowering Families

Recently, we extended SOHAC invitations to Families and Family Readiness Groups. By providing a forum for Families to voice their concerns, to ask questions and make recommendations, we're empowering all community members to be safety officers.

Our Safety Office also set up a booth in a high-traffic area, in the Main Post Exchange, prior to the start of school this past fall. They provided information to more than 450 participants regarding recent changes to the school area, making it safer for the children around the school. They also provided information about school bus safety, Family home safety, recreational safety and safety tips for the upcoming winter season. Throughout the week, our safety professionals were on hand to address concerns and safety issues that community members had.

Annually, the Safety Office hosts a "Family Safety Day" for kids, focusing on home safety tips, the D.A.R.E. program and a bicycle rodeo.

Family Members are key in accident prevention as they can affect Soldiers' off duty safety practices just as "battle buddies" keep Soldiers safe on the front lines.

Leaning forward in the foxhole

Our garrison safety program and initiatives are constantly being revised

and integrated across the installation to enhance mission readiness and effectiveness. We are by no means where we want to be and we drive continuous improvement. The Safety team at Humphreys is a dedicated team that possesses the passion, desire, experience, drive and compassion for people, to do the job well.

With the continued, unwavering support of the U.S. Army Combat Readiness/Safety Center, Installation Management Command, United States Forces Korea and Eighth Army safety professionals, we will continue to educate and elevate a sense of heightened safety awareness across our community.

Safety is everyone's responsibility at USAG Humphreys. Safety tools are at the fingertips of every Soldier, Family member, Civilian, contractor and retiree in the Army. We have all been empowered to incorporate safety as a way of life, both on and off duty.



COL Joe Moore currently is the garrison commander of the U.S. Army Garrison Humphreys in the Republic of Korea. He's a graduate of Virginia Tech in Blacksburg, Virginia, and the United States Army War College, Secretary of Defense Corporate Fellowship program. In his over 25 years of Service, he has served in various overseas assignments including garrison command at Vilseck and Grafenwoehr and he also served as the Director of the Region Transformation Office for the Installation Management Command – Korea.



How to Instill a Safety Culture

by Larry Kennedy, Chief of Garrison Safety, Yuma Proving Ground

All must understand that safety is everyone's business and that it is our responsibility to ensure safe performance in all that we do...

"Safety culture" is a way of life, and commanders and leaders must breathe, eat, speak, and enforce it within their commands.

The Line of Effort (LOE) 5 in the second version of the IMCOM Campaign Plan is paraphrased here to remind you of its intent. "Commanders and leaders at all levels must be in the forefront, leading the way in changing behavior and attitudes toward safety and accident prevention. They must empower our Soldiers, Family members and Civilians to speak out when they see anyone ignoring safety rules, doing something risky, exhibiting risky behavior. All must understand that safety is everyone's business and that it is our responsibility to ensure safe performance in all that we do, whether it is on the battlefield, on the test/training range, or in a garrison environment. Everyone, from the commander on down must be held accountable for accident prevention."

It is paramount that we, whether we are Soldier, DA Civilian, Family member, etc., pay close attention to what the above statement is saying. Commanders and leaders must lead the charge. Gone are the days of the "do as I say, not as I do" mentality. Obedience and discipline can only go so far. The Army has pushed hard to recruit and acquire personnel who have the intel-

ligence, education, and drive to meet today's technological demands and needs, but a side effect of that is they can think for themselves and they also question the need for "blind obedience" in the workplace. They want to know the "why" and "how". Therefore they are sensitive to the verbal and non-verbal messages that are sent by our commanders, leaders, and supervisors, especially when it comes to living, working, and enforcing safety. If those messages do not sync, they interpret that to mean leadership is not serious and therefore disregard the message.

Think about your organization for just a moment. Is it a proactive or reactive organization when it comes to safety? Is safety emphasized only after a serious accident occurs? Is everyone on the same page safety-wise? According to Safety motivational speaker Carl Potter, you will likely run into three types of individuals in the typical workplace: "Workers," "Engineers," and "Executives." These are not job titles per se, but conceptual representations of attitudes toward work and safety. They represent safety subcultures in your organization. It is a proven fact that the farther apart your safety subcultures are in their beliefs, the larger the safety divide in your organization. Let's briefly examine the different beliefs and perspectives of the

stated safety subcultures and see if you recognize anyone in your organization.

First, the backbone of any organization is the "Worker" safety subculture. They are the front line workers, who on a daily basis face all varieties of hazards in the course of their daily work. They want and need to know that the organization commanders and leaders will create and support a safe work environment, and we have a moral and legal responsibility to do so. Their perspective is people based.

Second, the "Engineer" safety subculture is concerned about systems and equipment. They want to know how things happen, how to improve equipment or tools or processes to improve safety and they use statistics as their benchmark. They focus on improving systems and equipment after an incident occurs. Their perspective is process based.

Third is the "Executive" safety subculture. This third subculture's focus is on costs, usually budget based, and their mantra is: "How Much is That Going to Cost?" Their ranks include commanders, leaders (executives, managers), and those with budget and accounting responsibilities. Sound familiar? Their perspective is, you guessed it, cost based.

Too often these different beliefs exist in an organization because of the varying perspectives and we often fail to realize that there are many different ways to look at and solve the same issue. It goes back to my favorite statement, "There is no such thing as common sense!" Why? Because we are all unique individuals, from different backgrounds and cultures, having had different life experiences, so we can't be expected



to have a “common sense,” which is a compilation of all those experiences through life? As commanders and leaders you can bring together all these different perspectives by instilling one ideal, “Nobody Gets Hurt!” We have at our installation the following mantras:

- “One Team” to tie all the organizations into one with a common goal, which is,
- “Nobody Gets Hurt,” and then to tie it all together, we remind everyone that safety is not just an individual effort, but that
- “Safety is a Team Effort” and everyone is empowered to ensure a safe environment for both work and play.

Listed below are four basic statements to consider for improving your organization’s safety culture.

1. Adopt the ideal that “Nobody Gets Hurt” doing their job. To do this you must be vocal. You must vocalize and emphasize its importance to you. Vocalize the belief that you want everyone to go home at the end of the day, every day, without being hurt! Make sure your verbal and non-verbal messages are in sync!
2. Put Safety on your calendar as a priority issue. We all know with today’s hectic schedules, “if it ain’t on the schedule, it don’t get done!” As a habit, schedule at least one safety-specific activity each day.
3. Reward your employees who demonstrate a high regard for safety. Including people is one of the best ways to build a safety culture where “Nobody Gets Hurt.”

Rewarding and letting your employees know you appreciate them makes them, and others, want to be involved. Take the time every day to thank an employee for their efforts to create an injury free workplace.

4. Make sure that your safety management process has purpose. You can keep throwing solutions to a problem dealing with safety, but unless you are certain that any solution you come up with fits within your organization and existing safety management process, you are going to be ineffective.

To that end, at Yuma Proving Ground we have developed a safety philosophy (culture) that is a mirror of the above statements. We initially started out in 1992 with a small Safety Day effort, with only 12 safety courses scheduled for one day, held at specific worksites and specifically job related. The next year it was held in the post theater and consisted of 20 courses. Over the years and as we modeled our program more on the National Safety Council’s suggested format, we continued to add courses and additional safety related subjects to our program. Today we have a collaborative effort and our aim is to provide a systematic, logical, and holistic approach to safety that recognizes, as does the Army, safety is not only an on-the-job issue; it also is an off-duty, recreational, and holiday issue. Today our mandatory Safety Awareness **Week** has over 185 different safety related courses, including core classes (for personnel who deploy) on topics including Personal Protective Equipment; Unexploded Ordnance; Heat Stress and other Danger in the





Two examples of Yuma Proving Ground's safety awareness signage.

Yuma Proving Ground has seen a steady reduction in injuries over the years and we are creeping up on our stated goal of “Nobody Gets Hurt”!

Desert; First Aid for the Untrained; Commuting Safety; courses that complement individual work assignments, such as OSHA Classes; Welding Safety; Respirator Protection; First Aid and CPR Certification. Also offered are courses for the home, recreational, and well being activities such as hunting and boating safety, diabetes awareness, driver's safety, and motorcycle safety.

Classes are held post wide, in over 25 different facilities across the installation, and provide a minimum eight hours of safety related training per person assigned. In 2010 there were over 9484 hours of available scheduled training and over 50 safety-related vendors touting their products and addi-

tionally offering free training on them. Safety Awareness Week's purpose is to “Lead the Way” in changing and improving our safety culture and involving our leadership and workforce. We believe that this approach produces long term benefits in accident prevention and empowers our team at all levels to speak out when safety rules are ignored or when conducting operations of a risky nature. It introduces new employees to our safety philosophy and culture. It also provides refresher and updated safety training for our long term employees and renews our overall safety awareness. We also take advantage of a captive audience (mandatory, remember?) to conduct required Army training, and we do

it all without interfering with critical high priority testing missions.

Over the years this approach has been seen as a force multiplier in that, since its beginning, it has been attributed with lowering the installation accident rate by 36 percent, which in turn lowers the lost time rate and our Federal Employee Compensation Act (FECA) costs which are down by 28 percent in a three-year period, and increasing our overall safety posture and ability to rapidly and safely respond to short term critical mission requirements. This also reduces lost man-hours, damaged or destroyed equipment, and operating costs.

To conduct an event such as this, we



have developed a five-step approach:

1. Large or small, coordination and planning are a key component and must be continuous. You must have constant interface with instructors, presenters, and vendors. You need to conduct recurring in-process reviews (IPRs) and you need to enlist the aid and participation of your service contractors as well.
2. You need affirmative and supportive endorsement by the installation commander. There should be a commander's letter to the workforce and a media "blitz" through the use of marquees, banners, SharePoint, email postings, and all sorts of social media (FMWR can help), and the post and local newspapers. It should also be a topic at all senior leadership meetings.
3. Make it user friendly. We originally started out with a manual registration system, which was rapidly overloaded as we progressed through the years. We now have a web-based enrollment system, developed using in-house resources, in which command representatives can introduce and close classes and unit assigned collateral duty safety officers are able to introduce classes and register their personnel.
4. You must sustain the momentum through to the conclusion. A letter of appreciation, from the senior command element, should be given to every presenter, instructor, and vendor. Commander's coins or other tokens are another option. You should promptly conduct an after

action review to capture the good and bad of the event and actions taken. Solicit workforce/participant evaluations. We use an on-line, in-house developed form. Courses are adjusted as needed using data from the evaluations.

5. Start planning for next year's event! It may seem like a lot, but with Senior Commander special emphasis and support, a lot of behind the scene coordination by the safety staff and volunteers, and a common belief that safety is the number one priority, it can be done.

Yuma Proving Ground has seen a steady reduction in injuries over the years and we are creeping up on our stated goal of "Nobody Gets Hurt"! With strong command and leader support and emphasis, you too can claim title to the statement "Nobody Gets Hurt".



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A Good Rap on ARAP----Using the Army's Readiness Assessment Survey to Foster a Culture Of Safety

by COL Jeffrey Dill, Commander, USAG Wiesbaden

According to the Army Safety Center, data shows that units scoring in the lowest 25% had over twice the mishaps as units scoring in the top 25% across a two year period

The Army Readiness Assessment Program (ARAP)

In a garrison, effective safety management relies on both formal and informal systems. The formal system can be seen in the written management system consisting of policies, mission statements, value declarations, organizational structure, job descriptions, and instructions. The informal system relies on people and their values, attitudes, beliefs, knowledge, skills, orientations, habits, and practices. This informal part is often associated with both the culture and climate of an organization, and this is where The Army Readiness Assessment Program (ARAP) comes into play. ARAP is a survey that measures an organization's safety culture and climate. Specifically the ARAP gauges how individuals feel about their jobs, their supervisors, their peers, management, and many other factors that affect their individual productivity, and collectively the ability of the organization to achieve its safety objectives. In keeping with the Army's emphasis on the theme of resiliency, the ARAP provides the garrison commander a tool to get out ahead of risks to safety, focusing on preventative action rather than on palliative cure. It is no secret that units with the highest ARAP scores have the fewest fatalities and Class A accidents.

ARAP measures a wide variety of safety-related issues such as the perception of leaders' commitment to safety, the knowledge and integration of composite risk management into mission operations, effects of operational tempo on safety, employee engagement, status of the safety council, leaders' attitudes towards safety, and how effective leaders are in setting and communicating safety goals. ARAP allows commanders to identify their organizations' strengths and weaknesses relating to issues of safety by measuring perceptions about the effectiveness of the safety culture and climate. ARAP's goal is to identify and correct organizational conditions that could increase the potential for loss. According to the Army Safety Center, data shows that units scoring in the lowest 25% had over twice the mishaps as units scoring in the top 25% across a two year period. Insights gained from ARAP result principally in making more informed decisions, particularly in terms of an organization's strategic direction and ongoing investment in safety programs.

While many would argue that climate surveys are not the best tool to measure programs within their organization, the empirical data in Neal, Griffin, and Hart's 2000 study, The Impact of Organizational Climate on Safety

Climate and Individual Behavior indicates a direct correlation between the climate of an organization and safety behavior. When properly utilized, ARAP results can effectively change the direction of a safety program from reactive to proactive. This can be accomplished by incorporating ARAP feedback into the organization's strategic planning process. Given the already constrained resources at the garrison level, preempting safety incidents through strategic planning can save money, time and the cost of human tragedy. Aggressively managing opportunities identified through ARAP can anticipate many future safety incidents, saving the Army lives and money.

The 3 C's

Commanders can empower their organizations with the Army Readiness Assessment Program results through communication, connectivity, and commitment. The 3 C's along with an effective planning process can change an organization's safety program from a knee-jerk activity to a cultural mindset.

Communication: ARAP feedback enables leaders to engage employees in an open dialogue that focuses on the organization's safety concerns and issues. This dialogue helps to create and maintain a climate of trust and open



*Top management **must be visible**. They must be, on a regular basis, discussing safety issues, demonstrating interest and **dedication to safety performance and encouraging dialogue with subordinates**.*

and honest communication, and provides an occasion to work through misunderstandings and conflicts. When commanders place an emphasis on safety, the ARAP can be used as a tool to develop action plans as part of the garrison strategic planning battle rhythm. This enables the organization to collectively address opportunities identified in the ARAP results. Key to the communication process is that both action plans and ARAP feedback are conveyed to the organization's employees. In this way, individuals will see the connection between survey data and the course of correction. This practice helps to create and reinforce a perception of the commander's commitment to fostering a culture where safety matters.

Connectivity: When communicating ARAP survey results to a garrison audience, a major challenge is ensuring the message connects with both leadership and employees. A quantifiable method to ensure connection is to hold people accountable for results. The garrison utilized three tools to help promote a culture of safety and accountability. First, we reviewed progress and milestone achievement of safety-specific action plans during our quarterly strategic planning performance management review. During this review, goal champions were required to update the garrison commander on status. Second, we developed and implemented a new reporting mechanism employing Interactive Customer Evaluation (ICE) that is specific to safety. ICE affords anonymity and

makes reporting near misses and other safety concerns directly to the Safety Office fast and easy. Finally, the garrison implemented a Commanders Excellence Award program (CEA). The CEA is the garrison commander's "leader board" for monitoring directors' performance in key areas of the Army Performance Improvement Criteria (APIC). In particular the CEA holds directors accountable for addressing and correcting all safety deficiencies within a given suspense. Also, directors are to identify and appoint a safety representative who is responsible for attending all required safety meetings and inspecting and taking corrective action to eliminate hazards within their directorate. Ultimately, safety is a concern that must become real and personal to members of an organization in order to impact upon the culture. Safety efforts must be perceived as relevant to employees when both on and off the job. By connecting the importance of safety to regular performance management reporting and by continually promoting safety throughout the community we are able to bolster a climate and a culture that values security, protection and wellbeing.

Commitment: By virtue of position, the commander is committed to safety. The greater challenge will be enlisting commitment from leaders and employees within the organization. Only by securing buy-in from all sectors of the organization will a commander be able to impact the culture and deploy a safety program that is sustainable over

the long term. If safety is woven into the fabric of the organization's long range strategic planning process, the first step is taken to ensure commitment from the workforce.

To assist the commander in garnering commitment from the workforce, The Occupational Safety & Health Administration (OSHA) identifies four key elements that should be considered when doing long range planning to ensure an effective and sustainable safety program.

Management Leadership & Employee Involvement. Top management must be visible. They must be, on a regular basis, discussing safety issues, demonstrating interest and dedication to safety performance and encouraging dialogue with subordinates. An example is when a supervisor always takes the time and has the patience to explain to the employees what is required of them. The supervisor does it by calling them together for a few minutes to talk about the workload and the time constraints. Although many Soldiers and Civilians tire of hearing from the supervisor, they are essential to mission accomplishment, they know it is true and appreciate the comments. Every time the supervisor passes information during a meeting, he or she sends a clear signal: people are cared for and valued.

Work Site Analysis & Change Analysis. New or modified equipment processes and materials are analyzed and evaluated. Self-inspections of all work sites are



Employees play a key role in discovering and controlling hazards that may develop - or that already exist - in the workplace.

performed, hazards related to individual jobs and processes are analyzed and related safety and health training is provided. Any consideration of significant change for a worksite should be analyzed thoroughly beforehand. Change analysis helps in heading off a problem before it develops.

Hazard Prevention and Control. Identified hazards must be eliminated or controlled in a timely manner. A hierarchy of controls must exist, beginning with engineering out or eliminating hazards; and extends to enclosing, barricading, or isolating the hazards; developing administrative procedures and controls; and the use of personal protective equipment.

Employees play a key role in discovering and controlling hazards that may develop - or that already exist - in the workplace. A reliable system for employee reporting is an

important element of an effective safety and health system. The workplace must not only encourage reporting, but must value it.

Safety and Health Training. Training must foster a positive atmosphere that instills the belief that safety is a team effort and includes everyone from top managers to front line workers. New employee training should incorporate awareness of hazards, safe work procedures, and emergency situations.

Aligning ARAP with IMCP

In order to make ARAP results actionable, we use our existing strategic planning process and the Installation

Management Campaign Plan (IMCP) framework to develop action plans that drive our organization's desired safety end state. Since the roll-out of the IMCP, our garrison has engaged in an innovative strategic planning process that allows us to align ARAP feedback with the IMCP, integrate the ARAP results into the garrison strategic planning process and allow the organization to develop and deliver critical safety programs that are central to the safety Line of Effort (LOE 5) and the IMCP safety Keys to Success (KSI). The process is conducted by multi-functional teams responsible for developing and implementing KSIs for the LOE. This is accomplished through

quarterly planning and progress reviews and executing adjustments as well as integrating cross-functional teams on a monthly basis for follow-on work as necessary.





In USAG Wiesbaden, the LOE 5 team established a goal to create a comprehensive and effective safety and health program that fosters a culture which promotes a safe and healthful environment for Soldiers, Families and civilians. Based on ARAP results, the LOE 5 team developed specific installation KSI's that provide a framework for development of action plans focused on mitigating potential pitfalls highlighted by the ARAP. In our case, an indication on the ARAP that Composite Risk Management required attention led to the development of KSI's to both develop a strategic communication plan to get the safety message out and establish a Near Miss program to address safety issues in the work place and encourage supervisors to execute Composite Risk Management in their work environment.

A Call to Action (Plans)

While KSIs provide the framework for implementation, the development of action plans based on course of action recommendations and strategies provided in the data summary portion of the ARAP is the final piece to securing results. As mentioned previously, an example locally was the establishment of a Near Miss Program to identify and reduce potential hazards. Highlights are:

- Design of strategic communication plan to promote the Near Miss Program
- Design and development of an ICE card targeted specifically at the Near Miss Program
- Development of the Near Miss reporting tracking database

- Design the quarterly safety council trends report

Metrics for measuring progress on these action plans are a:

- 50% increase of reporting of hazards
- 50% increase of safety awareness based on ARAP survey
- 20% Decrease in Local National loss time injuries
- 20% Decrease in US loss time injuries

Results

So how is it working out? Since inception of the IMCP and the garrison's efforts to use ARAP as a tool for continuous improvement, there has been a promising decline in the reporting of safety related incidents. Specifically, since October of CY10, we have witnessed a decrease of 25% in reported accidents for the local national population and a decrease of 60% in reported accidents for US Department of Army Civilians. We imagine that these numbers will only improve with the maturity and continued deployment of the IMCP throughout the garrison.

Conclusion

The utility of the ARAP in securing a safe environment for your workforce is obvious. The ARAP serves as a tool to allow the commander to implement and execute a robust safety management system that is committed to continuous process improvement with the full support of the organization. Along the way, it promotes safety as a core value and has a positive impact on employee productivity and morale. ARAP is an inexpensive, simple yet comprehensive tool available to every garrison commander that can greatly assist in preventing the high cost of safety failures.

(Manar Sadek-Shaw, Safety Officer, and Camille Howes, Plans Specialist, contributed to this article)



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Fort Riley Safety and Occupational Health Advisory Council

by Dawn J. Douglas, Occupational Health and Safety Specialist, USAG Fort Riley

Fort Riley and the 1st Infantry Division has one of the most celebrated and storied histories. The Big Red One has a distinguished history of “firsts” – the first permanent US Army division, the first American victory of World War I, the first modern combined arms operation, the first American division sent to Europe in World War II, one of the first two divisions sent to defend the Republic of Vietnam. The division led the invasion of French North Africa, scored the first US defeat of a German unit in World War II, led the D-Day assault of Omaha Beach, seized the first German city to fall to the Allies, and spearheaded the offensive through Iraqi defenses in Operation Desert Storm. The proud history of the 1st Infantry Division shaped its legendary motto: “No Mission too Difficult, No Sacrifice too Great, Duty **First**” (Fort Riley 2015 Campaign Plan, 11 Nov 09).

Being the “first” is engrained in the both the history and vision of Fort Riley and 1st Infantry Division, not only because “first” is a premier designation, but also because “first” indicates both priority and purpose. This idea is also captured in Fort Riley’s safety management process, shaped by the motto: “Safety First.” Safety First indicates that the personal welfare of Soldiers, Family members and Civilians is the installation’s **first** priority. It is with this “Safety First” philosophy, that Fort Riley Army

garrison developed and manages the Fort Riley Safety and Occupational Health Advisory Council (SOHAC).

Are we doing things right?

This is the **first** question, the premier thought, that leads to safe and efficient operations both on the battlefield and in the garrison. A fundamental tenet of a relevant and ready Army is a safe and productive workplace. Nothing is more important. If we provide a safe environment and employees know that managers are personally invested in their safety and wellbeing, everything else will fall into place (Eastin & James, 1 Mar 2007). Every Soldier,

Civilian employee and contractor must know that the installation leadership is committed to achieving the safest workplace possible. This must be achieved not only because a safe workplace boosts productivity; or because a safe workplace saves money; but because it **is the right thing to do** from a human and moral standpoint.

It is through our SOHAC that we discover if we have the right safety systems by being proactive in recognizing areas of potential risks in our operations, developing controls to mitigate those risks, and creating a cooperative learning environment where we can share best business practices throughout our directorates to improve the overall effectiveness of our Safety and Occupational Health Program. The directorate managers, the garrison commander and the deputy meet quarterly to review, discuss and evaluate the current state of safety within the garrison.

The garrison commander, Colonel Kevin Brown, provides leadership and guidance to directorate and partner organization managers who implement the commander’s intent.

The garrison safety manager, Richard Hearnon, facilitates the meeting as the subject matter expert (SME), providing interpretation of standards, codes, regulations, and advising on areas of needed emphasis. Data comes





from trend and gap analysis of processes and programs that contribute to the elimination or reduction of accidents and injuries throughout the installation. He also reviews the training standards to incorporate composite risk management for the upcoming quarters. This review allows the SOHAC to focus on training related to hazard mitigation, whether hazards are weather-induced or mission-related.

Are our standards right?

The **first** imperative of the SOHAC is ensuring personnel awareness of and accessibility to applicable policies, documents, codes, regulations and program standards. We do this by ensuring that all of our policy letters, standard operating procedures, Fort Riley regulations, seasonal campaigns and other related material are readily assessable on the Fort Riley Share Point.

Foremost in our safety efforts is synergizing our safety programs to be in concert with the goals of the Installation Management Command 2015 Campaign Plan Line of Effort 5:

- Effective privately owned vehicles (POV-Motorcycle and Auto) safety programs in place
- Heightened safety awareness across the command
- Hazard control measures employed to foster a safe working and living environment
- Safe and healthy practices promoted and encouraged on and off duty
- Integrated installation protection program and capability in place (Installation Management Campaign Plan, 5 Mar 2010)

The SOHAC ensures the safety and health programs on Fort Riley are reviewed quarterly to identify potential weaknesses found in existing policies, directives, objectives, or practices. In addition, the SOHAC reviews reports of injuries, property damage, occupational diseases and public liability incidents and the compilation, analysis and interpretation of relevant causative factor information. It stays in front of community events and ensures risk assessments are completed by directorate components and risk decisions are made at the appropriate level. By modes of visibility and transparency, each directorate must account for the accidents and injuries in its purview, and not only identify the cause, but view the cost in terms of property damage, worker compensation claims, days away restricted or transferred (DART) rates, and lost days.

Are we providing the right training?

At the heart of any effective safety program is relevant training based on needs. The adage, “an ounce of prevention is worth a pound of cure,” truly does apply to the imperatives of the safety mission. The SOHAC ensures that each directorate has an appropriate ratio of trained additional duty Safety Officers (ADSO) to provide guidance on the effective implementation of the programs and to teach, train and provide assistance to supervisors and employees on how to create and maintain a safe and healthy working environment. We also provide residence courses to train garrison employees in general industry safety, as well as the responsibilities of employees, supervisors and managers. Our training includes:

The adage, “an ounce of prevention is worth a pound of cure,” truly does apply to the imperatives of the safety mission.

- The Army Traffic Safety Training Program
 - Motorcycle Basic Rider Course I (Formerly Basic Rider Course)
 - Motorcycle Basic Rider Course II (Formerly Experienced Rider Course)
 - Sport Bike Rider Course
 - Privately Owned Vehicle Simulators
- The Army Accident Avoidance Course
- All-Terrain Vehicle (ATV), Utility Vehicle, Specialty Vehicle Rider Course
- Dirt Bike Rider Course
- Remedial Driver Training for both Soldiers and Civilians
- Defensive Driver Course (4-hour DDC)
- Composite Risk Management
- Hazard Communication Train-the-Trainer Course
- Civilian Safety Supervisor Course
- 10 Hour General Industry Course (OSHA approved)
- Unit Radiation Safety Officer Training
- Local Area Hazard Mandatory Training



During the SOHAC, the training standards are communicated and compliance with the standard is discussed. Directors are required to report the percentage of civilian employees trained in mandatory safety courses directed by IMCOM.

Are our programs right?

By performing annual evaluations of program elements, including personnel and financial resources to provide the garrison commander with information on program effort and effectiveness, he can better establish short and long term goals for program enhancement and implementation. From the SOHAC, program efforts and effectiveness are reviewed and additional committees and work groups may be established to address and identify problem or effort redundancy, or to develop strategies to streamline existing programs.

The success of the SOHAC process is

demonstrated by the installation's current efforts to develop an AED (automated external defibrillators) program. The garrison commander asked, "How many AEDs are on the installation?" When the correct answer was not forthcoming, he had the ear of every director sitting at the table to communicate his concern about the need for AEDs on the installation to help prevent cardiac arrest. Of particular importance was if AEDs were located in the places that best served the health needs of the Fort Riley community, a legitimate concern given the realities of our aging workforce.

A working group was assembled to address the need for an AED program, locate all AEDs on the installation, develop an AED program standard operating procedure (SOP), and a process was put into place to test all AEDs, and log AEDs by make, model and serial number in the installa-

tion's medical maintenance database. Additionally, plans were developed to identify a funding stream to repair or replace unserviceable AEDs. The need for phone coordination, memorandums, and wasted man-hours was eliminated because all the decision makers were gathered in one place to receive instructions and understand the commander's intent. As a result of replacing out of date and broken equipment, improving training programs, and sharing AED awareness, our installation is better prepared to control workplace hazards that can pose a high risk to mission success given Fort Riley's workload in the deployment phase of the Army Force Generation (ARFORGEN) cycle.

The SOHAC affords the opportunity for managers to discuss strategies to respond to other safety related incidents as well:

- The SOHAC coordinated efforts to deal with the H1N1 flu, including vaccination locations, procedures and health risks and concerns. A working group was developed to evaluate H1N1 Flu impact on Civilian employees
- SOHAC coordinated inclement weather plans, including road condition, snow and ice removal, recommendations for school closings, establish and operate Fort Riley's Snow Removal Control Center (SRCC), and determine when to implement Operation Snow Burst
- SOHAC defined estimated costs of leased vehicle accidents and how the General Services Administration (GSA) would bill directorates for damages to leased vehicles





The idea is to not only adhere to the reporting requirements of AR 385-10 and the Fort Riley Safety Management Plan, but to ensure that data is reported timely and accurately to support analysis and trending efforts by the Garrison Safety Office.

- SOHAC identified priority areas for improvement, to include collection, consolidation and posting of the OSHA personal injury log, methods to improve accident reporting, and incorporating non-appropriated fund (NAF) injury reports and Federal Employees Compensation Act (FECA) data during the FECA working group

So the SOHAC enhances the operational readiness of the installation by:

- focusing on emphasis areas and being accountable for implementation;
- reporting on incidents and trends;
- enabling communication between the garrison commander and the staff.

Is our enforcement right?

Another key value of the SOHAC is the ability to coordinate and discuss the results of operational and facility surveys, inspections, evaluations and staff visits to identify hazards within the workplace and determine the level of organizational compliance with standards. Identification of hazards and brainstorming to determine effective methods of controls adds value to the organization's safety effort.

The garrison commander offers specific guidance to focus on potential hazards identified by directors. For example in the second quarter of FY10, the garrison commander identified the

following focus areas:

- Collect and report the status of access to fire hydrants in anticipation of cold weather and snow accumulation. (DES & DPW)
- Review the risk assessments for personnel participating in physical training, including those in civilian wellness programs. (All)
- Establish realistic risk controls during inclement weather; to include heat injury prevention training, personal protective equipment (PPE) and flexible work schedules. (DOL/DPW)
- Review accident reports; revise boater and water craft safety training for next season. (DFMWR)
- Inspect work areas and implement plans to reduce or eliminate identified hazards. (All)
- Be prepared to send employees home to manage risk during inclement weather (All)

These controls are briefed and discussed to determine initial and residual risk level. Hazard abatement strategies can also be developed through a collective effort where methodologies that are both practical and feasible can be established. Existing plans are reviewed for their effectiveness, and awareness campaigns are developed to highlight hazard abatement strategies. This safety approach is a synergy of effort between management and employees.

Is our prevention effort right?

Each directorate is held accountable for accident/incident investigation and reporting to prevent future accidents. During the SOHAC, accident reporting data is transparent for each directorate. The garrison commander challenges each manager to ensure accident data is reported in a timely manner. The idea is to not only adhere to the reporting requirements of AR 385-10 and the Fort Riley Safety Management Plan, but to ensure that data is reported timely and accurately to support analysis and trending efforts by the Garrison Safety Office.

Operational readiness is impacted most dramatically by accidents and injuries to employees that cause them to miss days from work or be restricted in their duties. This is why the SOHAC devotes time to reviewing lost day rates and comparing these rates to time periods in previous fiscal years, with the rates of the Army as a whole and with like installations. The SOHAC focuses attention on accident spikes and anomalies, high hazard occupations and events that contribute to an increase in accidents.

By trending these accidents we can determine if Job Hazard Analysis (JHA) information has captured all of the hazards relating to a job process, if appropriate Personal Protective Equipment is being used or needs to be increased or improved, if administrative policies are being enforced by



managers and supervisors, and if the proper level of risk has been identified for an operation.

The SOHAC has aided in effectively reducing Fort Riley's lost time from 229 lost days in 2009 to 66 lost days in 2010. This represents a 70% reduction in days away restricted or transferred (DART). Our lost time rate for the past 26 pay periods is 15.25 percent, which is lower than the Army as a whole.

Are we heading in the right direction?

Future safety initiatives are born out of discussing relevant data that determine our current safety posture. The SOHAC routinely discusses the following information at each meeting:

- Worker's compensation lost time rates. The lost time rates are averages per 100 employees, compared to installation previous years, Army rates, and like installations for the same time period. Additionally, the garrison reviews and compares trends between appropriated fund (AF) and NAF

employees for the past quarter.

- Reportable and recordable accidents for the past quarters and control measures to prevent the same incident from occurring for the upcoming quarter.
- Organization-specific safety concerns/issues and proposed solu-

tions, with guidance/clarification of policies and procedures available as needed.

- Directorate specific potential risks, contributing factors and control measures for the up-coming quarter.

- The garrison's eight hazard categories: Army motor vehicles, privately owned vehicles/motorcycles, exertion/lift/stress, slips/trips/falls, cuts/punctures/bites, caught in-between, struck by/against, and recreation/off-duty safety. The initial risk level is reviewed and a residual risk level is assigned after each director briefs their control measures.

- Each quarter a different directorate is selected to brief best practices that assisted with lowering the number of accidents/incident from the previous quarter.

- The end result of the Safety and Occupational Health Advisory Council is a signed risk assessment by the Garrison commander. This risk





In the midst of multiple deployments and a constantly changing operational tempo, the challenges of maintaining a resilient fighting force grow increasingly daunting. The eight years of continuous combat have strained Soldiers, Civilians and Families.

assessment identifies all known hazards for each directorate and the control measures to lower or eliminate the risk. The signed risk assessment is posted in each directorate and briefed to employees. This document is designed to be updated throughout the quarter as missions change.

Are we focused on the right things?

In the midst of multiple deployments and a constantly changing operational tempo, the challenges of maintaining a resilient fighting force grow increasingly daunting. The eight years of continuous combat have strained Soldiers, Civilians and Families. It is in these challenging times that clarity and focus provide relief and bring a sense of stability to the community. The SOHAC allows the garrison commander to focus attention on the areas of safety that are specific concern during each quarter and develop plans that can be communicated and disseminated in a timely manner.

In conclusion, we can be proactive about preventing accidents and injuries on our installation by securing management commitment and employee buy-in. The good news is that Fort Riley has a process in place to continuously review its safety effort and create an environment that is both collaborative and positive to identify areas of potential failure. The SOHAC's success can be measured not only in accidents averted

and dollars saved, but in the quality of life experienced and enjoyed in one of the Army's premier installations.



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Joint Base Lewis-McChord Systematic Safety Management

by Peter F. Strohm, Safety Director, Joint Base Lewis-McChord

Organizational Safety Culture and Risk Decisions

Occasionally, the investigation reports from certain very public accidents, such those that resulted in the loss of two space shuttles Challenger and Columbia and their crews, demonstrate to the world the impact of organizational failures on risk. Such events and their reports raise the awareness of government, corporations, and the public of the relationship between organizational processes and overall safety.

It is arguable that most accidental losses in organizations, if analyzed thoroughly enough, have roots in organizational weaknesses. About seven months after the Columbia shuttle accident, in 2003, the investigation board issued its report. The report refers to weaknesses in NASA's safety culture and the negative effects of factors such as resource constraints, fluctuating priorities, schedule pressures, lack of understanding of technical information, mischaracterization of the Shuttle as operational rather than developmental, and the lack of an agreed-upon and widely shared national vision.

Look again at those factors:

- resource constraints
- fluctuating priorities
- schedule pressures
- lack of technical understanding
- overconfidence in systems

- lack of a single shared vision

There is nothing in these six factors unique to NASA. Nearly every large, performance-oriented organization faces them at one time or another, including our own Installation Management Command (IMCOM). In the space shuttle accidents, NASA management, operating under pressure from those six factors, failed to react correctly to the seriousness of two problems: failing O-rings and shedding foam. In both cases, though engineers recognized and presented the seriousness of the problems, NASA management ultimately decided to continue with the mission, with catastrophic results.

In other words, the problems were known, but the risks were misinterpreted. Part of this was owing to the fact that within NASA, even with the mountains of data in their possession, there was an enormous difference of opinion as to the probability of a mission failure with loss of a shuttle and of human life. The estimates ranged from roughly 1 in 100 to 1 in 100,000. The higher risk figures (1 in 100) came from the working engineers, and the very low risk figures from management. Sadly, the engineering estimates turned out to be more accurate.

These two accidents beg the question of why management perceived the risks so differently from the technical staff, seemingly dismissing both the

evidence and the engineers' expertise. It is axiomatic that given good information, good leaders typically make good decisions. In these two accidents, there was no assertion that NASA had other than good leaders. How does one explain the decisions? The axiom points to the information flow.

The Value of Systematic Safety Management

How does an installation leader know he or she is doing the right things to ensure safe results, doing those things the right way, and not missing or misinterpreting critical components? How does an organization allow for bold innovation and change while maintaining an acceptable level of risk?

The tenet for this article is that the answers to these questions rely primarily on a systematic approach to three critical elements for installation leaders:

1. Common organizational safety risk philosophy, policy, doctrine, operating procedures and practices
2. Systematic methods to collect, track and present data about hazards, hazard controls and mishap risks that are both meaningful and reliable
3. Technical personnel who are expert in their processes, skilled in providing their information, and trusted for their recommendations

Organizational risk perception and acceptance comes from a combination of these three elements. Together, when aligned, they create an organizational safety culture where overall performance stays within a defined band of acceptable risk.

To promote innovation and change,



IMCOM safety systems should assist individual leaders in recognizing the safety significance of how they design, operate and maintain their people, materiel and facility systems.

IMCOM safety systems should assist individual leaders in recognizing the safety significance of how they design, operate and maintain their people, materiel and facility systems. Said another way, the value added to installation leaders from safety management resources is the information those resources provide them about hazards, risks, and risk controls. Especially owing to the amount and diversity of hazards on IMCOM installations, true value-added hazard and risk information best flows from a systematic approach to safety management.

This remainder of this article lays out the approach underway at the Joint Base Safety Office (JBSO), Joint Base Lewis-McChord (JBLM), to frame Army and IMCOM safety policy and doctrine into a systematic safety management process intended to generate and sustain answers to those three critical elements at JBLM.

CRITICAL ELEMENT 1: Common organizational safety risk philosophy, policy, doctrine, operating procedures and practices

What's Your Philosophy?

In many large organizations, safety policy, doctrine and operating procedures tend to replicate from one element of the organization to another. The wording sometimes is often inapplicable and slightly out of focus for the operation at hand. Systematic safety management for an installation will

not happen by subordinate elements simply copying ideas and processes from each other. Rather, all need to design their work to flow from and align with unifying, higher-level sources.

Within the Joint Base Garrison (JBG) at JBLM, the first and foremost of these unifying sources is an overarching philosophy from which all further safety policy, doctrine and procedures flow. These ideas build on the philosophy stated by LTG Lynch, the current Commanding General, IMCOM, and are captured in seven statements:

1. Safety results from the direct and personal involvement of everyone in the organization: leaders, teams and individuals.
2. Every individual must accept responsibility for safe mission performance, challenge complacency, investigate anomalies, and consider potential adverse consequences of planned actions.
3. All must be mindful of work conditions that may affect safety and health, assist each other in preventing unsafe acts or behaviors, and take action on identified hazards.
4. Accidents result from a series of seemingly unrelated events that involve one or more hazards and substandard acts or procedures.
5. It is reasonable and possible to identify and take adequate protective measures in the execution of all tasks, including those that appear inherently dangerous. To

do this, it is necessary to familiarize, indoctrinate, train and equip personnel in all aspects of safety at the workplace.

6. It is feasible and economical to prevent personnel and materiel losses from accidents, with or without legal obligations to do so.
7. The time spent identifying and managing safety risks in proposed new and modified facilities, systems and operations will both reduce accidents and increase operating efficiency.

This unifying philosophy encourages innovation and participation while framing the basic standards for risk decision-making across the command. In systematic safety management, the stated philosophy must be traceable through all subordinate organization policies, doctrinal principles, procedures, decisions, and practices. From this philosophical base and its down trace will flow the risk decisions and the residual organizational safety risk.

What Does Safety Do?

The second unifying source for JBLM is not original, but built from the various Army policies and doctrinal processes for identifying and managing hazards. The Army has an umbrella safety policy, AR 385-10, and a series of doctrinal 385-series DA Pams that lay out the requirements for safety program management across the force. Although the regulation and pamphlets are broad reaching and detailed, it is hard to read



them and come away with an answer to the question, “What does Safety do?”

Leaders need a succinct, consistent and complete answer to that question to understand how to manage the personnel, operations and the work products of their safety programs. The JBSO contribution has been to review all the descriptions of programs, functions and responsibilities in higher head-quarter policy and procedures, distill them into a single unifying idea, then build an operational model from that idea. The idea: Army Commanders use the Mishap Risk Management (MRM) process to manage safety risk. If the role of safety offices is to help them accomplish that, then all direct work done by safety offices should somehow fit into that MRM process. (See the graphics entitled, JBLM Systematic Safety Management Process Flow and Sub-Process Flow)

The safety management processes shown are very similar to the commander-ori-

ented MRM process. The slight differences exist because the safety management processes are staff, not command processes. The five primary processes are:

- Anticipate & Identify Hazards
- Assess & Evaluate Hazards
- Design & Develop Hazard Controls
- Implement, Administer, Advise
- Measure, Audit & Evaluate Controls

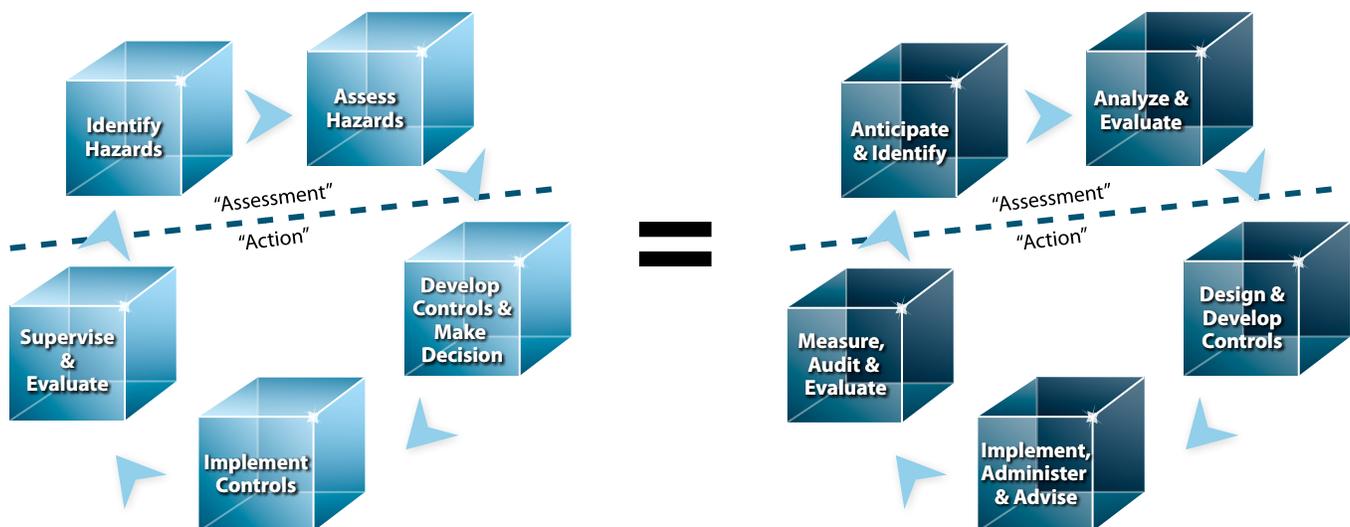
Each primary process is comprised of a number of sub-processes. The sub-processes are generic safety program activities that exist primarily in support of the associated higher-level process. For example, the primary reason for doing accident investigations and inspections is to identify hazards. The primary reason for training is to implement developed controls. When taken all together, the various sub-processes constitute the total activities in Army safety policy. The difference is, they can be and are applied to any operation, any type of hazard.

Historically, hazards of a certain type or from a certain operational mode, such as explosives, range, or aviation were seen as requiring a safety program, owing to accidental loss experience. Hence, the existence of policies and procedures for an Explosives Safety Program, Range Safety Program, Aviation Safety Program, and a host of other functionally-titled safety policies and procedures.

When examined from a process view, all of these functional areas employ the same basic safety management processes and sub-processes. Historically, though, these processes evolved independently for the specific types or family of hazards, coming into existence as unique programs. In time, more and more functional areas became independent programs.

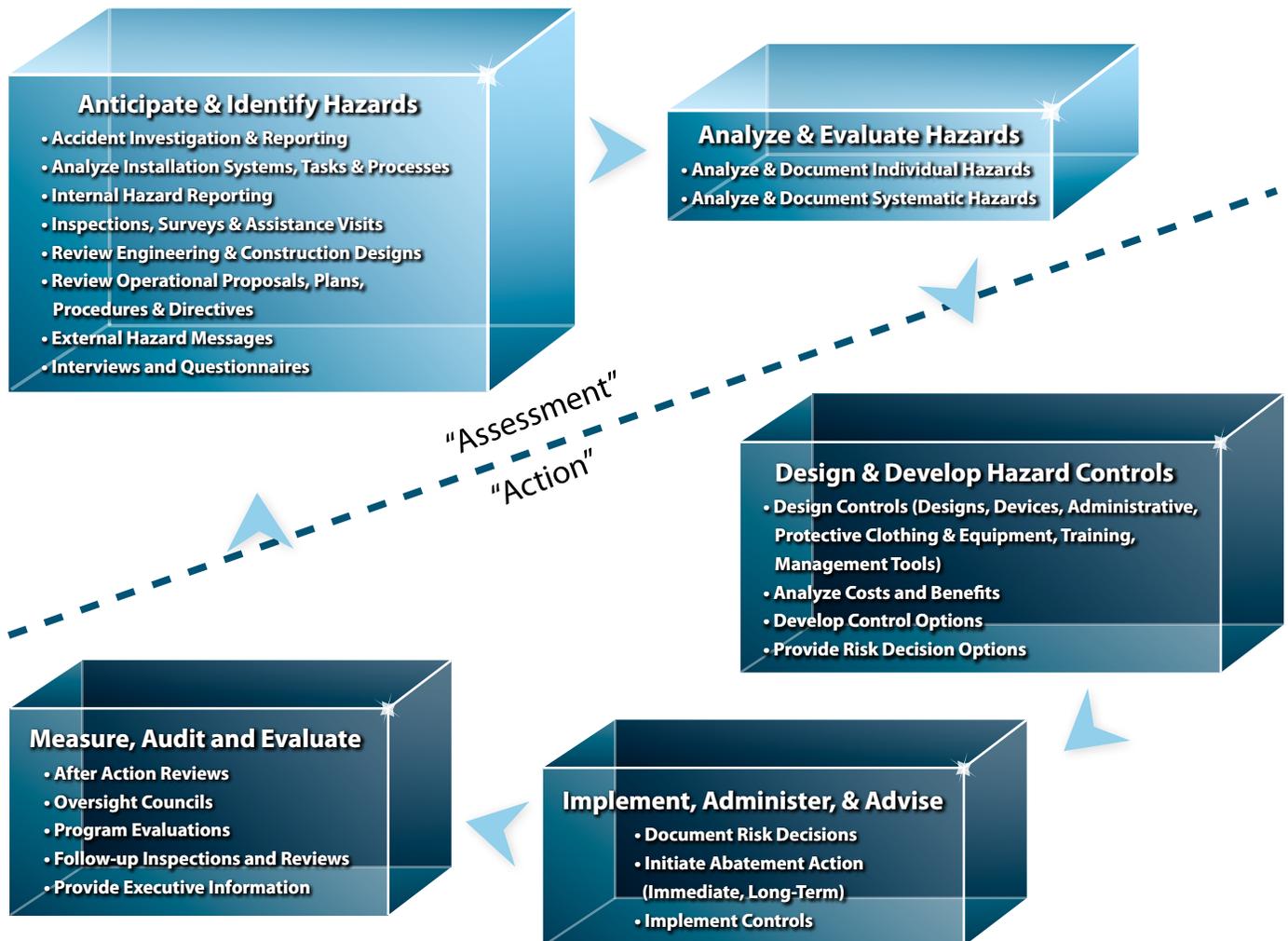
Naming and maintaining separate safety programs for different activities and hazards creates three major pitfalls. First, it seems there are always more activities or hazards that clamor for the

JBLM Systematic Safety Management Process Model





JBLM Systematic Safety Management Sub-Process Model



JBLM Safety Management Process

words *safety program* to give life to a new program. Second, the supporting processes inevitably evolve with variations, resulting in lost efficiency and consistency. Finally, risks in activities and hazards in functions other than those named can easily be overlooked or viewed as less important to manage.

This last point illustrates the question

raised earlier about how an installation leader can know he or she is not missing or misinterpreting critical components. The fact is all activities on an installation can and will generate at some point hazards that can lead to accidents, in line with statement 4 of the JBLM philosophy. These may or may not arise in functional areas for which there are named programs. The JBSO

model asserts that safety processes are the same, regardless of the types of hazards they address.

The philosophy and process models are only the starting point for policy and doctrine at JBLM, but represent a large step forward in organizing and systemizing safety program management. Within the JBG, both the overarching safety



policies and doctrine, and all subordinate organization policies and doctrine will align with both the philosophy and the process model, providing the Joint Base Commander (JBC) an organized view of the entire safety management program at all levels of command.

**CRITICAL ELEMENT 2:
Systematic methods to collect, track and present data about hazards, hazard controls and mishap risks that are both meaningful and reliable**

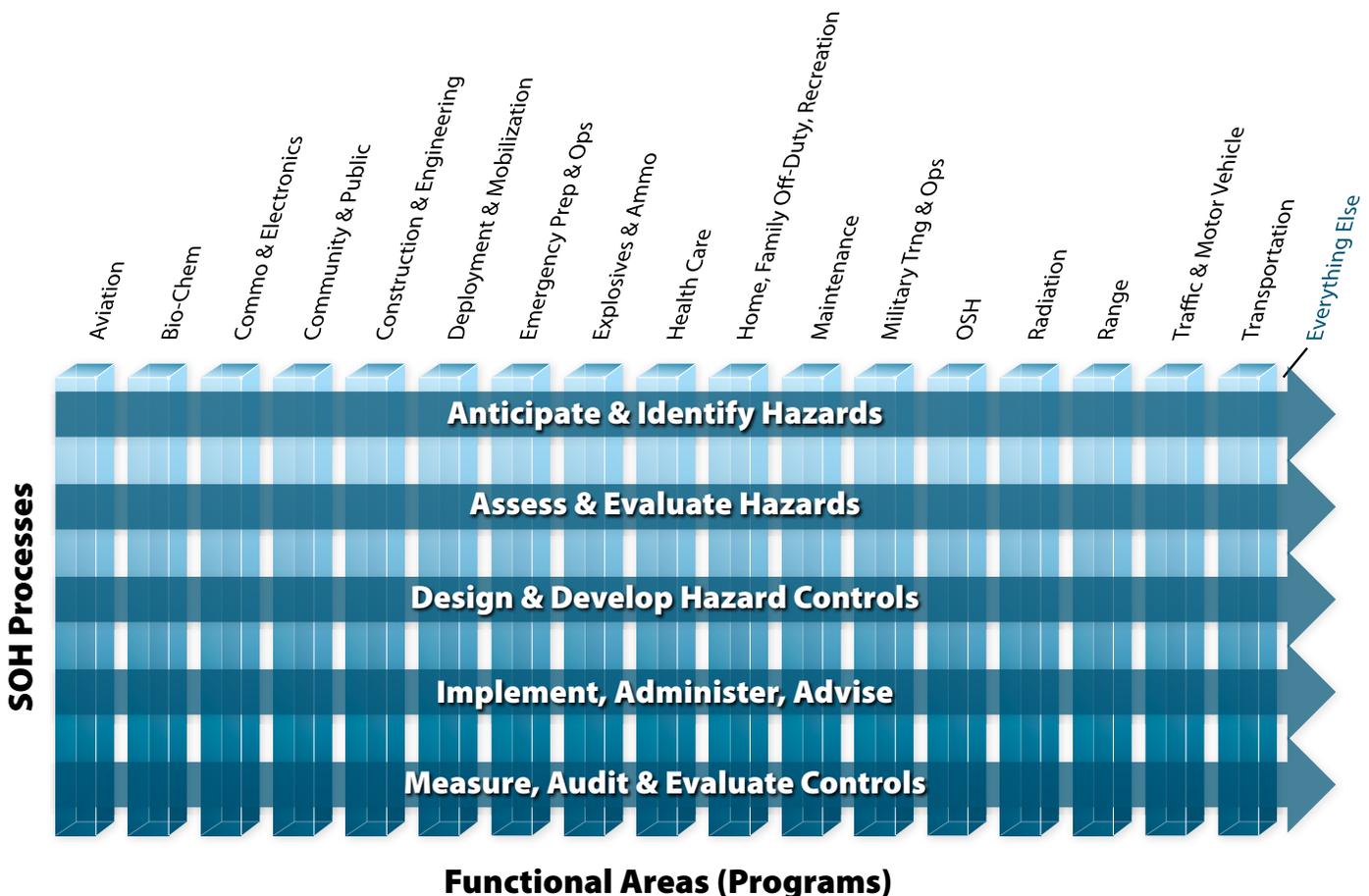
The Joint Base Safety Office

The primary value added to installations by their safety management programs is information about hazards and hazard controls. The safety management processes and sub-processes anticipate, identify and assess hazards; design and develop controls; implement and administer them; and measure, audit and evaluate their results. But that is not preventing accidents. Only leaders can prevent accidents. Safety offices are the hazard information hunter-gatherers and risk evaluators for their commanders' accident prevention efforts. However, a significant gap exists in the

ability of Army safety offices to provide that hazard information. Here are the dimensions of that gap:

- No standard installation hazard tracking system exists, either for individual or collective hazards. Policy and doctrine reads as though it exists, but it does not.
- As a result of the above, installation generally handle hazards individually, almost never collectively.
- Our only corporate collective hazard data source, accident reports, is not tied to other any other hazard-identifying processes.

JBLM Systematic Safety Management Sub-Process Model





The office is in early fielding stages of a Base Safety Information System that will provide a single source to gather hazards from all the hazard identification processes...

- Primarily, hazard and hazard control data is stored in manual forms, spreadsheets, and home-grown systems not supportive of a network-centric Army
- All previous DA-level systems over the last three decades designed to answer the above problems have died or failed to launch.

The JBSO is intent on providing the JBC and all supported leaders a systematic solution to this safety management challenge. The office is in early fielding stages of a Base Safety Information System (BASIS) that will provide a single source to gather hazards from all the hazard identification processes, provide process management functionality for certain key sub-processes such as inspections, hazard reporting, incident investigations and reporting, as well as provide comprehensive hazard and mishap risk analysis for JBLM.

Through the BASIS initiative, the long-range JBSO intent is to develop an executive mishap risk information system to provide commanders and managers with indicators and decision-support information on the status of risks, risk controls, and the overall JBG safety program. BASIS is to answer questions such as:

- “Where are my losses coming from?”
- “Am I fixing the right things?”
- “Is there one or a few elements

driving the cost?”

- “What are the most pressing safety problems?”
- “What is the risk should I decide to do this operation?”

Among its many capabilities, BASIS components will allow leaders to see for the first time a comprehensive assessment of residual risks; a computation of real financial and fiscal risk created by hazards; a view of hazards according to assessed risk; and comprehensive safety program performance indicators.

The process will show not only current data, but can display from a historical file to show change over time of the various compiled program indicators. BASIS will accumulate the following general types of information:

- Performance data: Actual and projected risks and losses.
- Current safety action data: Investigations, inspections, evaluations, monitoring, audits, samples.
- Operational data: Hours, costs, miles, operations, failures.
- Results of past safety program analyses, evaluations, and operations.
- Technical information: Codes, standards, manuals, professional literature, and sources of expertise.

BASIS will use a combination of COTS and GOTS products that eventually will be presented on screen in a

web-based dashboard format. The intent is to field in four phases.

- Hazard and incident management on JBLM intranet
- Statistical analysis integration
- Web-based indicator display
- System integration into JBLM GIS and enterprise data.

The first phase is underway, with a designed-in capability to grow through the final enterprise phase. Each phase will be an iteration of the same basic steps

- Hardware acquisition
- System software acquisition and certification
- Hardware and software configuration
- System table development and loading
- User licensing, configuration and training
- Deployment
- Sustainment

From BASIS, JBSO expects to provide new standards and new directions for systematically managing hazard and MRM information at installations.

CRITICAL ELEMENT 3: Technical personnel who are expert in their processes, skilled in providing their information, and trusted for their recommendations

The Joint Base Safety Office Mission

As staff to the JBC, the office is the primary supporting safety presence for the JBG and the synchronizing safety



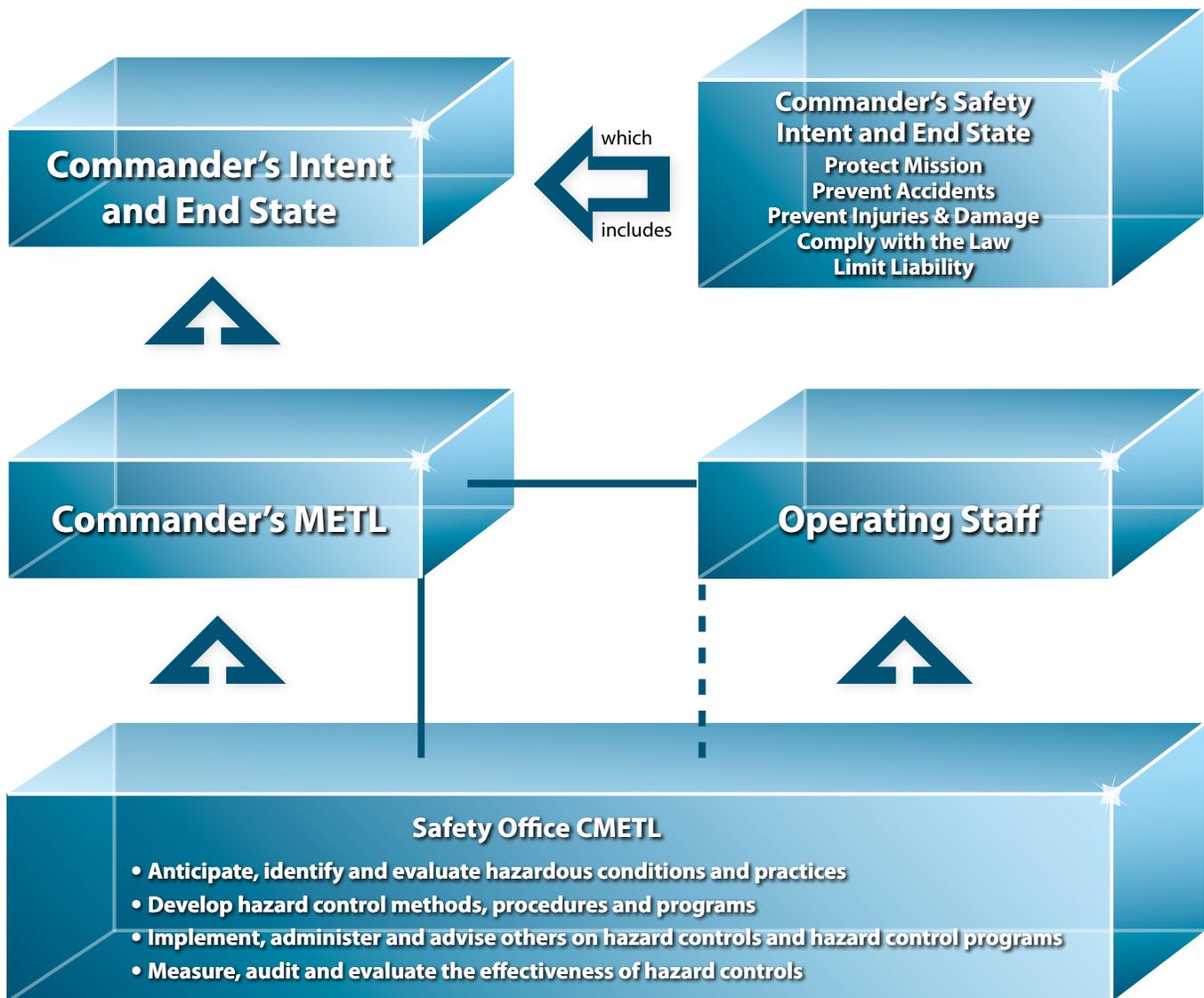
agent for resident and tenant commands and agencies on JBLM. The JBSO filters its systematic safety management ideas through the premise that in every organization, the senior leader is responsible for safety. Regardless of the organization, that leader has five implied tasks to generate a safe end state: protect mission, prevent injury, prevent

damage, comply with the law, and limit liability. Safety staffs advise, audit and assist to help the senior leader execute those five implied tasks. Every safety staff has this same role, regardless of the organization. Leaders are challenged, though, to ensure their safety personnel are sufficiently skilled to provide reliable hazard and hazard control information.

Safety Personnel Individual Development

IMCOM safety and occupational health personnel are in two groups--full-time professionals and part-time additional duty safety officers (ADSOs). The professionals, whether in safety management, industrial hygiene, or safety engineering are by default members of

Safety METL Trace





CP12 now has international recognition for the quality of its training and individual development standards and for its professional certification program

the Army's career program 12 (CP12). CP12 now has international recognition for the quality of its training and individual development standards and for its professional certification program. The JBSO keeps a detailed training history on each professional, and is able to show the status of each careerist in achieving the CP12 training and certification requirements.

ADSOs, on the other hand, have no such organized and managed training program from Army or IMCOM level. The JBSO developed a structured training program for ADSOs that creates minimum training and competencies for all, then goes further to provide a three-tiered system for achieving competency status as Entry-level, Developmental, or Full Performance. The JBSO tracks the status and competency level of all JBG ADSOs, as well as JBG safety professionals, as part of its systematic approach to managing critical element 3.

Safety Staff Core Mission Essential Task List (CMETL)

In performing its roles of advise, audit and assist, safety staffs at every level of each organization have four major tasks that cover every aspect of their direct work. These tasks derive directly from a landmark document produced of the American Society of Safety Engineers (ASSE) in 1996 entitled, "Scope and Function of the Safety Professional". The ideas in this document were later used as the foundation for a national standard for professional safety posi-

tions, ANSI/ASSE Z590.2.

In spite of the importance of these documents in defining the nature of safety management, they are too often a reference rather than a foundation for a systematic approach to defining the tasks and competencies for personnel engaged in safety and occupational health management. The JBSO adopted the elements of the ASSE scope and function statements some fifteen years ago, and has proposed them as a baseline CMETL for safety staffs at every level of the Army. They are:

1. Anticipate, identify and evaluate hazards.
2. Design and develop hazard controls.
3. Implement, administer, and advise others on hazards and hazard controls.
4. Measure, audit and evaluate hazard controls.

Each task has several more specific supporting tasks, each of which can be assessed as an individual competency or capability to perform a collective task. The JBSO has developed an assessment structure built on the standard METL assessment format, which provides the JBC a picture of overall safety staff capability, items to sustain and improve, key issues, and an outline of specific strategies to improve individual task ratings. (See the graphics labeled Safety METL Trace and FY11 CMETL Assessment).

For example, the fourth task to measure, audit and evaluate hazard controls has four supporting tasks. To assess those tasks, and the overall CMETL task, each branch head performs a branch assessment. In assessing each task, the branch head considers resourcing, as well as individual training and performance levels to arrive at a "T", "P" or "U" capability for that task. The Safety Directors assesses overall safety office capability.

The four CMETL tasks are nearly identical to the five safety management processes discussed earlier in this paper. This is by design, in order to deploy and unify strategic vision and goals with organizational and individual performance. The principle difference in the two lists is that task 1 of the CMETL combines aspects of the first two safety management process steps. In addition, though clearly related to the safety management sub-processes, the supporting tasks for the CMETL tasks are more descriptive of the work required than the more generally labeled safety management sub-processes.

This technique provides the JBC with a clear picture of the current expertise and capabilities of the safety office, as well as strategies for improvement. By sustaining the CMETL process over time, the technique also provides continuity through changes in leadership.

Through systematically managing both individual training and competency, as well as assessing and tracking safety organizational capability, the JBSO helps the JBC provide skilled and expert personnel to provide reliable program management and technical information.



Value of Systematic Safety Management

The premise of this article was that installation leaders have a need but no systematic means to know they are doing the right things to ensure safe results, doing those things the right way, and not missing or misinterpreting critical components. A methodology to achieve this is systematic safety management, comprised of three critical elements:

1. Common organizational safety risk philosophy, policy, doctrine, operating procedures and practices
2. Systematic methods to collect, track and present data about hazards, hazard controls and mishap risks that are both meaningful and reliable
3. Technical personnel who are expert in their processes, skilled in providing their information, and trusted for their recommendations

IMCOM and its individual regions and installations, would benefit from systematic corporate-level approaches to these elements. There are many possible solutions, but the Joint Base Safety Office at Joint Base Lewis-McChord has a way ahead for each of these three elements worthy of consideration.



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private conferences and seminars around the country. He is a 1978 graduate of Kansas State University

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Improving Traffic Safety At Fort A.P. Hill: Using GIS for Better Analytics

by LTC Jack Haefner, Commander, Fort A.P. Hill and Heather Casey, GIS Coordinator, Fort A.P. Hill

Problem

The Centralized Operations Police Suite, known simply as COPS, is the central repository of record for Army public safety incident reporting. As such, Fort A.P. Hill records incidents in the web-based database after each traffic occurrence. This database can be queried for basic statistics: numbers and types of incidents over a defined time period. This data can be used for simple mitigation strategies. Yet, the presentation of this tabular data omits visualization of the incidents and pattern analysis to enable more informed decisions.

Background

For the past few decades, Fort A.P. Hill has been home to innovative Geographic Information Systems (GIS) applications for installation matters. The garrison is situated near to the National

Capital Region: a fact which has helped germinate effective communication with ACSIM IGI&S, the National Geospatial-Intelligence Agency, and the Army Geospatial Center (formerly Topographic Engineering Center). Additionally, the ITAM Regional Support Center (RSC) is collocated at Fort A.P. Hill. However, the most significant reason for innovative GIS applications is due to the garrison's deliberate strategic investments. In nearly every garrison strategic plan over the years, GIS has been seen as a specific means to enable processes and decision-making in daily garrison activities. As a result, the garrison commissioned a GIS Strategic Plan (in work) which charts advanced technologies, applications, integration, training, and usage across a diverse staff.

It is in this context that the garrison

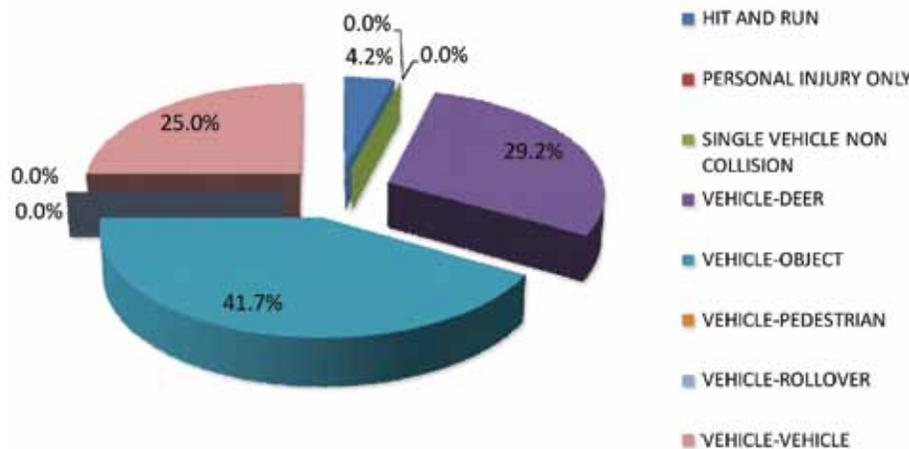
staff asked: are there patterns in our traffic accidents that we haven't yet seen? Also, if we can't get to those patterns, what can GIS analysis tell us about decisions we need to make or faults in our processes?

Discussion

Even though GIS integration was certainly not new to Fort A.P. Hill, the possibility of integrating with Army systems such as COPS experienced immediate road blocks. We found COPS and similar systems were not designed from the ground up to record useful location data. For example, location information was often recorded as "deer strike along A.P. Hill Drive" or "vehicle-object collision in front of the post exchange." Owing to the fact that A.P. Hill Drive is 16 miles long and the Post Exchange covers a 45,000 square foot space, this data was generally useless.

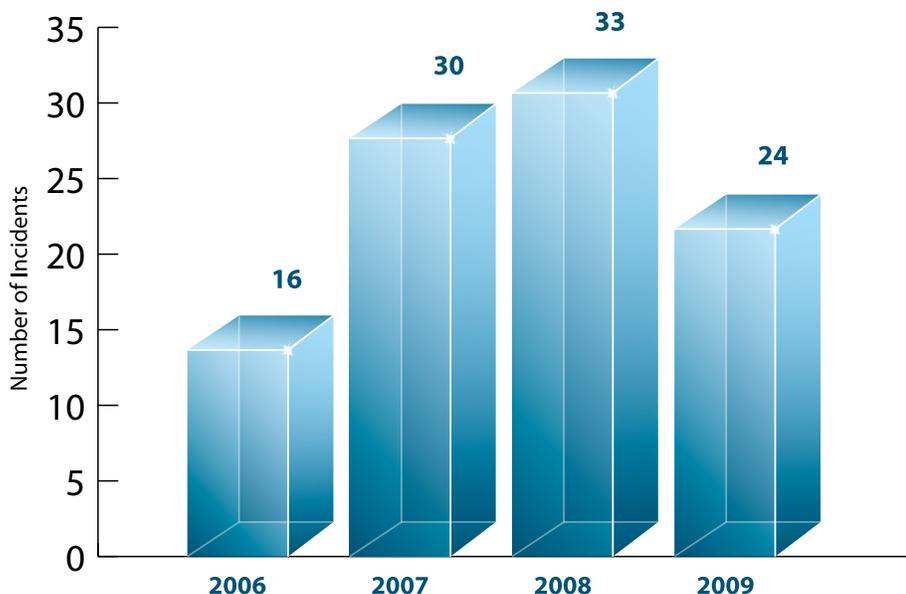
Before any GIS analysis was even possible, all incident data needed to be tied-down to the earth's surface to some degree of accuracy and precision. That process is called geo-coding. The Installation Traffic Officer exported four years of incident information from COPS into an Excel spreadsheet. Location information was manually geo-coded for each incident. The GIS analysts often had to generalize the collision location because the data was simply not accurate enough. It was realized that, because the data could not be accurately represented, the analysis would be suspect. However, everyone on this project—the Installation Safety Officer, the Traffic Officer, the GIS coordinator, and others—were intensely interested to see if any patterns would emerge. The points were symbolized in ArcGIS based on incident type, time

2009 Incident Percentages





Incidents Per Year



of day, and time of year. To better analyze patterns over a period of time, pie charts representing the types of incidents per year were incorporated and used in the final project. A bar graph was used to show the total number of incidents per year over four years.

Conclusion

Accuracy is how close a measured value is to the actual (true) value; precision is how close the measured values are to each other. Both measures suffer greatly from absence of good positional data in COPS and other systems. However, despite marginal accuracy and precision, certain areas around the garrison were easily seen as recurring trouble spots, prime for mitigation. Mitigation strategies such as parking layout, traffic flow, and additional traffic controls were incorporated in a planned Prioritized Improvement Project or PIP at the Post Exchange. Also, selective speed reducing humps were installed to better ensure pedes-

trian safety in front of the busy community activities center/gymnasium.

Other changes were included into business operations. For example, it was common for location information in COPS to be recorded as “a deer strike occurred along maple drive” or “a vehicle to vehicle collision occurred in front of the Post Exchange.” Now the Traffic Officer records into the COPS database the MGRS coordinates referencing the military installation map. In addition, new Trimble Juno equipment (all-in-one GPS/PDA/digital camera) has been purchased for as part of a pilot project to collect location information. The equipment allows the Traffic Officer to record location information with 2-5 meter accuracy, making it easier to geo-code the traffic collision incidents in the enterprise GIS; this data is then uploaded to the enterprise GIS data stores. A longer term goal is integrating the COPS database with the garrison GIS database. This is being addressed in the Enterprise

GIS Strategic and Implementation Plans are currently being developed.

Recommendations

GIS analytical techniques hold great promise for traffic analysis on all garrisons. Software and techniques are already resident in most Public Works Directorates. Recent changes to ArmyMapper (<https://mapper.army.mil/>) will serve to expose both resident data and views to all members of the staff. Additionally, GeoPDF, an Adobe Reader extension providing ability to turn geographic layers on/off, perform rudimentary measurements, etc, is also available and is under a Certificate of Networthiness. However, the two greatest challenges are 1) to change the mindset so crucial adopters understand the data and think “spatially” and 2) that GIS analytics involve a team approach and is not the domain of the GIS “experts.”



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