

ARMY GROUND RISK-MANAGEMENT PUBLICATION COUNTERMEASURE

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Managing Risk—An Example of Mission Success

Risk Management is often taken for granted throughout the Army. On some occasions a mission can be so apparently dangerous that risk management becomes the focus of the operation. It dictates every event associated with the performance of the mission. Such a case occurred during Operation Vigilant Warrior in Saudi Arabia. Elements of the 7th Transportation Group (Composite) deployed to download equipment for the 24th Infantry Division

Mechanized) from the Army War Reserve-Three (AWR-3) Preposition Afloat program. This exercise was conducted to counter Saddam Hussein's advance on Kuwait in October 1994. The immediate deployment stopped the Iraqi advance. The Transportation Group's mission shifted to the total discharge of equipment as a demonstration of force and display of our force projection capability.

During this deployment, soldiers of the 7th Transportation Group were challenged with a highly unusual and hazardous discharge of mission essential equipment. The 7th Group needed Rough Terrain Container Handling (RTCH) equipment to remove ammunition and PLL containers from the AWR-3 vessels. Although commercial container handlers were available in the theater, they could not operate inside the prepositioned ships, due to overhead clearance limitations. Consequently RTCHs, stored as cargo on Landing Craft Utility Watercraft (LCU 2000) on board the American Cormorant—Heavy Lift Prepositioned Ship (HLPDS) were needed for the operation. The operational concept associated with the HLPS requires it to submerge to

discharge the watercraft and their cargo. This requires the complete dismantling of the dehumidification devices and depressurization of the watercraft. This is an expensive operation requiring depot-level shipyard work to refit the watercraft before returning them to the HLPS.

The challenge was to remove a limited number of RTCHs without the discharge or removal of Army watercraft from the HLPS. The options were limited. The host nation's supporting barge crane could not reach into the LCUs to lift the RTCHs onto the dock. The only option was to drive the RTCHs onto the pier from the LCUs while the LCUs were still loaded on the HLPS. The most obvious hazard (because the LCUs were still on board the HLPS) was the significant difference in height between the LCU deck and the pier.

Due to the conditions of the operation, the need for risk management (RM) was obvious. The application of the 5 step RM process, identified the hazards and selected appropriate controls to reduce the overall risk level of the mission.

The team first determined that low tide would reduce, but not eliminate, the deck and ramp height problem. This

determination was reached by using models of LCU and Armored Vehicle Launch Bridges (AVLB) then moving them up and down to simulate tidal changes. PMCSs on the RTCHs were conducted to ensure that brake systems were operationally safe, as these vehicles had been stored for months before this operation. Large wood bracing, called dunnage, was used to shore up or secure the LCU 2000 ramp and the AVLB. This also created a larger "foot print" at the end of the



The 7th Transportation Group applies Risk-management to safely download RTCHs during Operation Vigilant Warrior, in Saudia Arabia.

bridge. The winch cable from an M-88 was run under the RTCH, around a pulley, and back to the front of the RTCH. This cable controlled the speed of the RTCH's descent while providing stability and reducing the risk of a roll-over. Cabling was also used to secure the bridge and prevent it from slipping when the RTCHs crossed.

Sea conditions were checked. For this operation, optimal sea state was critical to reduce the risk. Ships tied to a pier continually move with the actions of both the waves and tides. Minimal wave action would decrease the likelihood of an accident.

The team selected an experienced driver and rehearsed emergency actions in the event of a vehicle roll-over. The team then developed a supervision plan. They placed the signal men and observers at critical points to monitor any changes in the conditions and the effectiveness of selected control measures. They conducted rehearsals and then a final safety brief.

The driver climbed into the RTCH, put on his seatbelt, and the discharge began. The operation went smoothly for the first hour and a half. They had successfully down-loaded 2 RTCHs when the team stopped the discharge because the conditions had noticeably changed. The tide was rising. The ramp angle increased to such a degree that the risk level had increased significantly. Therefore, the commander discontinued the operation until the following day. An important note here is that the supervision of this operation allowed the commander to make an informed decision prior to an accident.

With the available RTCHs now safely discharged in theater, the AWR-3 was completely discharged. The use of the entire 5-step risk management process not only allowed the 7th Group to accomplish their mission without a mishap but also provided the necessary ammunition and PLL to the deploying forces.

— Adapted from **Transportation Corps Regimental Magazine**. The author is **Mr. M. Winget II, Safety Manager 7th Transportation Group (Composite), Ft. Eustis, VA, DSN 927-3183, Commercial 757-878-3183**

RTCH RISK MANAGEMENT CHART	
Hazards	Controls
● Height of LCU 2000 cargo deck to dock below.	⇒ Conduct operation at low tide.
● The weight placed on LCU 2000 ramp chains by the RTCH with the LCU ramp suspended in the air.	⇒ Use dunnage to support AVLB and ramp.
● The steep ramp angle.	⇒ PMCS brake systems on RTCH. ⇒ Use winch cable and pulley to control RTCH descent.
● Weight on the AVLB resting points due to RTCH and the maximum span weight of the RTCH.	⇒ Use dunnage to increase "foot print" of AVLB.
● The narrow width of the ramp.	⇒ Winch cable to recover RTCH if not aligned. ⇒ Winch cable and pulley system to brake RTCH in the event of system failure.
● High center balance of RTCH.	⇒ Rehearse roll over drill with driver.
● Effects of sea state (wave action).	⇒ Operate in optimal sea conditions.
● Inexperienced operator.	⇒ Use the most experienced driver.

The right gear for the job

There has been an increase in questions concerning the minimum requirement for combat vehicle crewman (CVC) protective clothing. This increase is due in part to the fielding of the M1A1 Abrams Tank by National Guard and Reserve Units across the country. CTA 50-900 authorizes every armor vehicle crewmember to have the entire 7 pieces of the uniform. Most commanders in the field are concerned with the cost to provide all Armor personnel the full ensemble. The cost of not having soldiers protected by Nomex is much greater.

FORSCOM MESSAGE 252020Z MARCH 92

FORSCOM issued this policy requiring all M1 crewman

to wear NOMEX tankers uniforms during live fire-training. To receive maximum fire protection, soldiers must wear the entire Nomex uniform, leather boots, and cotton,

wool, or NOMEX under garments. This mirrors aviation crewman clothing and equipment standards regarding Nomex. **This policy was amended to permit, a substitute uniform.** The Battle Dress Uniform (BDU) with sleeves, rolled down and buttoned; collar, turned up and buttoned; with black work gloves on, is an authorized substitute if the commander has conducted a risk assessment and accepts the risk. Nomex is clearly preferred, and every effort must be made to provide the Nomex uniform for each crewman.

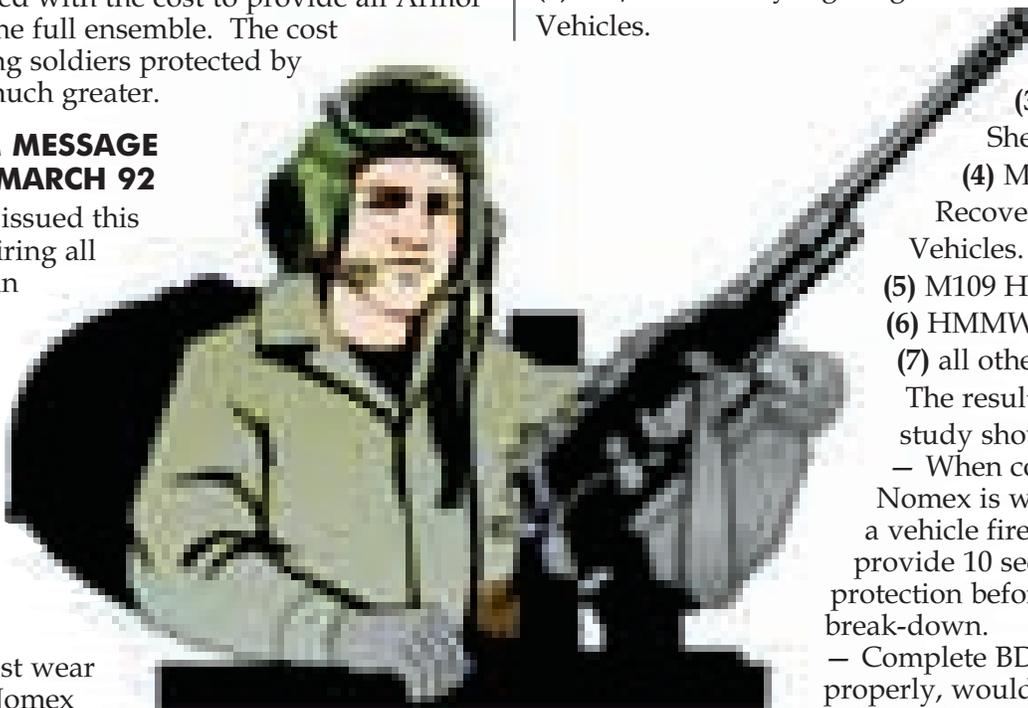
Authorization for wear

The CVC uniform is authorized for year-round wear by combat vehicle crewmen when issued in accordance with CTA 50-900 and approved by the unit commander.

Why Nomex instead of BDU?

Results of a study conducted by The Armor Center at Fort Knox, weighed the potential for fire in each series of combat vehicles and determined the priority of issue for the Nomex uniform. Priority was given to the vehicles with the highest risk as follows:

- (1) M1 Abrams Tanks.
- (2) M2/M3 Bradley Fighting Vehicles.



- (3) M551 Sheridans.
- (4) M88 Recovery Vehicles.
- (5) M109 Howitzers.
- (6) HMMWVs.
- (7) all other vehicles.

The results of the study showed that—
— When complete Nomex is worn during a vehicle fire it will provide 10 seconds of protection before material break-down.
— Complete BDUs, worn properly, would provide only 6 to 8 seconds of protection before material

break-down is experienced.

Nomex gives a crewman an additional 2 to 4 seconds to exit the vehicle before he is severely burned.

When should Nomex be worn?

Gunnery or live-fire exercises require the wear of Nomex. In all other operations the uniform may be determined by the commander's application of risk management.

NOMEX Composition

The fabric is a flame resistant, anti-static treated, plain weave over garment. There are seven essential components of the complete uniform.

—Jacket, NOMEX, Cold Weather

The jacket is fully lined with quilted flame-resistant batting material.

- Coveralls
- Balaclava hood, CVC
- Body Armor
- Boots, combat, leather black
- Gloves, CVC, summer CVC, cold weather
- Cotton or wool underwear

Occasion for wear

The CVC uniform will be worn on duty when directed by the commander. The uniform may not be worn for travel or off military installations except in transit between the individual’s quarters and

duty station. These uniforms are not intended to be worn as an all-purpose uniform.

It is imperative that training be conducted in the safest possible manner. The Nomex uniform (Combat Vehicle Crewman Uniform) is one piece of gear that will definitely ensure safe training. So, get your personnel in the right gear for the job!

POC: SFC Erwin Bailey, AR, USASC, Ground Tactical Branch, DSN 558-2908 (334-255-2908).

It’s hazardous to wear synthetic fiber underwear under a Nomex suit

A question that surfaces frequently is: Is it safe for combat vehicle crewmen to wear underwear made with synthetic fibers under their Nomex CVC coveralls?

The answer is, No.

All soldiers in the field need to be made aware that a hazard exists, in the event of a vehicle or aircraft fire, if synthetic underwear is worn under the Nomex CVC coveralls. Nylon and synthetics such as polyester and polypropylene melt at about 480 degrees Fahrenheit and 300 degrees Fahrenheit respectively. Heat transfer through your Nomex (which is resistant to temperatures up to 700 degrees Fahrenheit) could be high enough to melt these synthetic undergarments. It also should be noted that your Nomex will burn if it’s contaminated with flammable substances such as petroleum, oil and lubricants (POL) products or household starch. Dry cleaning or laundering after contact with these substances will restore your Nomex’s fire retardant state.

To restate the importance of wearing proper underwear underneath your Nomex,

I’ll use a quote that a CW3 made in a recent Flightfax regarding the experience he had when his aircraft caught on fire. “My chest, back, and buttocks were spared from any burns at all due to the cotton underwear that I had on. The burn literally went to where the underwear was and stopped. If I hadn’t been wearing my Nomex protective equipment and wearing it properly, there is no doubt in my mind, that I would very probably have either died in the fire or died as a result of the burns I would have received.”

So for your protection, the underwear that you wear should be made of a cotton/wool blend, or 100 percent cotton. These natural fibers won’t melt under heat and will help keep the heat away from your body in a flash fire. If your underwear is fabricated of 50 percent cotton, 50 percent polyester, it’s unsafe to be worn when the possibility of heat hazard exists. If your unit’s mission requires wearing the Nomex CVC, ensure that you wear the proper undergarments.

If you have additional questions please contact Mr. Larry Hasty at Directorate of Force Development, Armor Center and School. DSN 464-3662/2176.

—Adapted from Armor Magazine

Do not override BFV driver's hatch safety latch!

Do not misuse straps!

Using a strap to secure the driver's hatch handle in the open position is becoming a critical safety issue! Do not use a strap to make opening the driver's hatch easier; it is a dangerous act and defeats the safety latch. The open hatch can fall on the driver, causing injury or loss of control of the vehicle. The strap is also often misused as a handhold that can break, and cause a fall.

A soldier fell from a Bradley, crushing his ankle and foot. The injuries were so severe that part of his foot had to be amputated. The soldier was using a strap attached to the driver's hatch release handle to close the driver's hatch, when the strap broke, the soldier fell.

To avoid injury to yourself or others, do not use a strap in an unauthorized manner. Do not defeat the driver's hatch safety latch or drive a BFV with the latch

tied or strapped into the unlatched position.

To open or close the driver's hatch correctly, follow the procedure in your operator's manual.

- Unlock and remove padlock from lock lever.

- While holding latch cover down with left foot, push lock lever toward right of vehicle.

- Holding periscope guard with both hands, raise driver's hatch cover to FULL-OPEN position in one motion.

- Check that safety latch is in locked position.

NOTE :

Driver's hatch cover will lock into POP-UP or MID-OPEN position if not raised in one smooth motion. If hatch cover locks into POP-UP, follow TM procedures.

—From Bradley Bits, February 1997 issue

Slingload operations

Over the past 6 months, the Safety Center has received several questions regarding slingload operations. The majority of these revolved around operations and criteria for inspecting slingloads. The proponent for slingload operations is the Quartermaster School at Ft. Lee, VA. Questions should be addressed to Mr. Don Lynn, Chief, Slingload Office, ABN/FS Department, at DSN 687-4185. You may also contact SFC Rumley, DSN 687-5889.

Effective 1 October 1997, all slingloads must be inspected by a qualified inspector. Qualifications for inspectors are E-4 or above

AND a graduate of Air Assault School, Pathfinder School, or the Slingload Inspector Certification Course. FM 10-450-3 gives the training and inspection requirements, inspector qualifications and the inspection form.

Commanders can train their units with the slingload training support package (TSP). This TSP will not certify an inspector but is capable of training up to 48 soldiers. These packets are available from the Slingload Office at Ft. Lee.

—POC at the Safety Center is SFC Phillip Purdie, DSN 558-9852 (334-255-9852), e-mail purdieb@safety-emh1.army.mil.

Defend yourself

While we seek perfection in many things we do, the consequences of falling short are usually not significant. However, falling short of perfection in our driving habits can have grave consequences.

Your lifetime odds of being killed in an automobile accident are 1-100. Each year 1 of 16 drivers is involved in a reported motor vehicle crash according to AAA. These figures should be enough to encourage you to drive and react defensively when you are on the roadways.

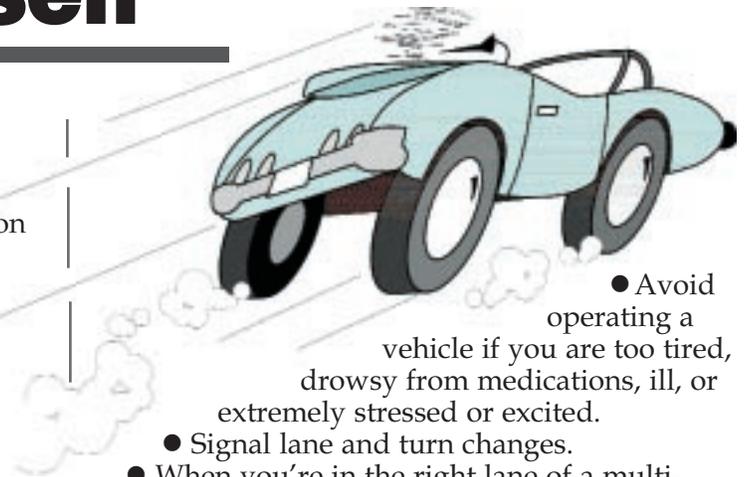
Here are some tips to make the routine use of your automobile less likely to end in an accident or a disaster.

Expect The Unexpected

- Assume a "what if" posture. Know what you will do if a driver swerves or stops suddenly.
- Watch for drivers who are preoccupied or driving "offensively." They count on you to react to them, instead of watching out for you.
- Stop lights and signs don't have the same fear factor they once had. People are running them with greater regularity. To protect yourself, don't jump into the intersection the instant the light changes or when you have the right of way.
- Search the roadway and off-road areas 20 to 30 seconds ahead for hazards that could affect you.
- Be particularly alert at blind intersections and around pedestrians and workers.
- Don't play chicken. If someone seems determined to enter your lane, yield the right of way.
- Use caution approaching curves and the crest of hills.
- Rush hour is especially challenging. Be ready to brake at all times, and expect drivers around you to stop or change lanes abruptly.
- If someone is signaling to turn, wait until they actually turn before pulling out into traffic.

Take The Initiative

- Try to make every trip a "perfect" trip.
- Always buckle your seatbelt. Drivers who buckle up have a 45 percent better chance of surviving a crash and a 50 percent better chance of surviving without an injury.
- Stay alert. No eating, drinking, fiddling with the radio, or distracting conversations.
- Pull off the road to use a cell phone.



- Avoid operating a vehicle if you are too tired, drowsy from medications, ill, or extremely stressed or excited.
- Signal lane and turn changes.
- When you're in the right lane of a multi-lane highway, help traffic merge smoothly by moving over a lane if traffic permits.
- Slow down. Observe legal speed limits. The faster you are moving, the longer it takes you to stop safely.
- Proper maintenance can help you head off mechanical problems that could cause an accident. Work with your mechanic to develop a periodic inspection plan.

Create A Cushion

- Maintain a safe following distance by staying 2 to 5 seconds behind the car ahead. Increase your following distance as your speed increases. At higher speeds a 2 to 3 second gap will not give you enough time to take evasive action if an emergency occurs in front of you.
At 40 mph, stay 4 seconds behind; at 50 mph and higher stay 5 seconds behind. Increase your distance at night, on rough roads, and in bad weather.
- If you can't see the rearview mirror of the vehicle next to you, you're driving in its blind spot.
- Tail-gaiters are a dangerous nuisance. Pull over and allow them to pass.
- Be a loner. Avoid clumps of cars on the highway.

Some people have no business on the road with you, but there they are anyway. Look for these warning signs for drivers impaired by drugs, alcohol, medication or fatigue:

- Wandering from lane to lane.
- Driving unusually slow or fast.
- Running stoplights and signs.
- Moving erratically or out of control.
- Driving with lights off at night.

Stay as far away as you can. If possible, notify the police.

Safety Times — May/June 1997

Heat injury

Plenty of fluids essential to heat injury prevention

The unit's mission was to conduct a 3-mile run at an 8 ½ minute pace. After performing stretching and calisthenics, the unit started the run. Near the 2 ½ -mile point, a soldier started falling back behind the formation. The soldier made it to the finish, although he was not in the formation. Disoriented, the soldier collapsed while walking to the billets area. Other soldiers ran to assist; while others went to get medical help. He was carried to the unit aid station where medics diagnosed the soldier with heat stroke. His core body temperature was estimated at more than 106 degrees. The soldier was transported to the hospital where his condition improved. During his stay at the hospital, the soldier's condition would worsen and then get better. The soldier was then transferred to a civilian hospital where advanced care could be provided.

Fourteen days after suffering a heat stroke, this soldier died.

Heat stroke is a medical emergency with a high death rate. Heat stroke results when the body no longer has the ability to sweat. Early signs include headache, dizziness, delirious behavior, weakness, nausea and vomiting. Symptoms of heat stroke include collapse and

unconsciousness; hot, red, dry skin; and convulsions. Heat stroke may gradually progress through the symptoms of heat exhaustion, or it may occur very suddenly. Aggressive cooling using water and fanning and emergency care is essential in reducing damage to internal organs in heat stroke victims.

Heat injuries are mainly associated with hot-weather, conditions, but it is important to

remember that these injuries can occur at lower temperatures too.

Factors related to heat injury

Environmental factors have a major impact on how well the body can regulate its temperature. When it's hot outside, the body obviously has to work harder to cool itself. Wind speed and the intensity of radiant energy from the sun can also affect the body's cooling ability.

A number of factors increase the heat stress on the body and thus the probability of heat injury. The biggest problem is that people do not drink enough water.

Many fall victim to heat injuries while exercising early in the morning. They suffer heat injuries, even though it is still cool outside, because they do not replace the water they lost the day before.

An overweight or fatigued body may have a diminished ability to cool itself. Heavy meals and hot food place additional heat stress on the



body. Use of alcohol and drugs such as antihistamines, tranquilizers, cold medicines, and some anti-diarrhea medications cause dehydration and increase the threat of a heat injury.

Other factors affecting the body's ability to lose heat include tight clothing, sickness, fever, and sunburn.

Once someone has suffered a heat injury, especially a heat stroke, that person is more susceptible to future heat injuries.

Prevention of Heat Injuries

The most important thing you can do to prevent heat injuries is to drink plenty of water!

Sweating is the only way the body can maintain its proper temperature in hot weather. A person may lose in excess of 1 quart of water per hour by sweating. This must be continuously replaced to prevent a heat injury.

People working or exercising in the heat need to drink several gallons of water per day to properly maintain their body temperature control mechanism. Water should be consumed frequently

and in small amounts throughout the day. It is also important to drink water in the evening to give the body time to re-hydrate.

Thirst is not a good indicator of when the body needs water. By the time thirst is felt, the body is already dehydrated. The belief that people working in hot climates can adjust to decreased water intake is incorrect. They still require sufficient water to live and work in the heat.

People coming from cooler climates must acclimate to hot temperatures. People not accustomed to the heat should gradually increase their exposure to hot weather over a period of about 2 weeks.

Physical fitness is very important in preventing heat injuries. People in good shape are better able to handle heat stress. Other prevention measures include avoiding alcoholic beverages; wearing loose clothing; frequently resting in a cool place during long periods of work; and using sunscreen.

A portion of this article was reprinted from the Guardian Newspaper, Fort Polk, Louisiana.

Guideline for Water Requirements			
Activity	Typical Duties	Quarts Per Day	
		WGBT*	
		Less than 80°	More than 80°
Light	Desk work, guard work, radio operating	6	9
Moderate	Route march on level ground, tank operations	9	12
Heavy	Forced march, route march heavy load/MOPP, digging-in	12	15

* MOPP or body armor adds 10° to the measured WGBT.

North Dakota Guardsmen Awarded for Heroism

Nine members of B Company, 142nd Engineer Battalion, of the North Dakota Army National Guard, Wapeton, North Dakota, were taking part in "Nuevos Horizontes 96," a 6-month training mission in Panama. They were performing their 2-week annual training with their unit under the direction of the Fifth U.S. Army to support the construction and humanitarian service exercise.

The nine soldiers traveled to the coastal village of Puerto Viejo Costa to enjoy swimming and to take a break from the sweltering jungle heat. The engineers were savoring the refreshing tropical waters of Costa Rica when without warning a "rip tide" swelled, carrying members of the group beyond the shallow waters and out to sea. Sergeant Aker and Specialist Johnson watched in horror as the unexpected tide began to pull their comrades under the water and out to sea.

Sergeant Aker quickly battled the waves to get to the now struggling soldiers. He gave them instructions on how to conserve their energy and began the arduous task of swimming to shore to find flotation devices for the floundering soldiers. Although an excellent swimmer, Aker was already tiring from the unrelenting tide.

Sergeant Aker, with flotation devices in tow, managed his way back to the group, which had drifted even further from shore. Sergeant Aker alerted several local swimmers to assist those soldiers that he could not reach. Now breathless and battered by increasingly strong waves, Sergeant Aker continued his heroic quest. Not before saving the lives of five fellow

soldiers did the young sergeant yield to total exhaustion.

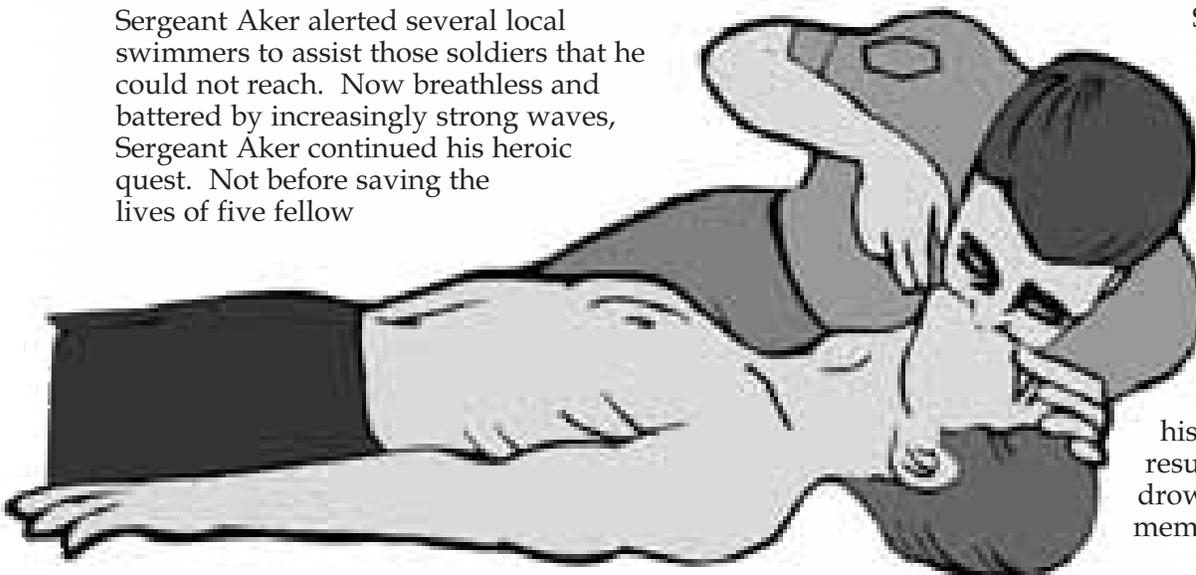
Specialist Johnson was assisting Sergeant Aker by helping the soldiers conquer the remaining distance to the shore line. Sergeant Aker was nearing total exhaustion and called out to Specialist Johnson to save the last remaining swimmer. By now, the churning water was no match for even the most experienced of swimmers. With total disregard for his own safety, Specialist Johnson leaped into the pounding waters and began swimming towards the imperiled Guard member. While Johnson was helping the exhausted soldier back to shore, a large wave engulfed the two, pulling them beneath the surface. Two local swimmers rushed to their aid and found Specialist Johnson floating face down in the swelling water.

After almost an hour and a half of continuous CPR, Specialist Johnson never regained consciousness. The 27-year old specialist had made the supreme sacrifice, giving his life to save a fellow soldier. Sergeant Aker received the Soldiers Medal as did Specialist Johnson posthumously.

A third soldier, Staff Sergeant Keller, received the Meritorious Service Medal for his efforts to revive Specialist Johnson. For more than 90 minutes, the firefighter from Fargo, North

Dakota, administered CPR to the lifeless hero. Staff

Sergeant Keller was relentless in his efforts to save Specialist Johnson. It was not until the Costa Rican authorities directed Staff Sergeant Keller to stop that he reluctantly ended his attempt to resuscitate the drowned Guard member. ♦



The risk-management highway

Safety: A return to basics

Recent visits to the offices of fellow safety officers evidences a diffusing of the focus on what makes the charge of a safety officer successful: Remembering the basics.

We have come to call safety many things. Notice the placards and nameplates on the walls next to the safety officer's door: "Force Protection" reads one; "Aviation Safety" reads another. "Risk Manager" caught my eye, and I half expected to find my insurance salesman behind the door of that one. My mentor and the most successful of my peers labeled themselves simply "Safety Officer."

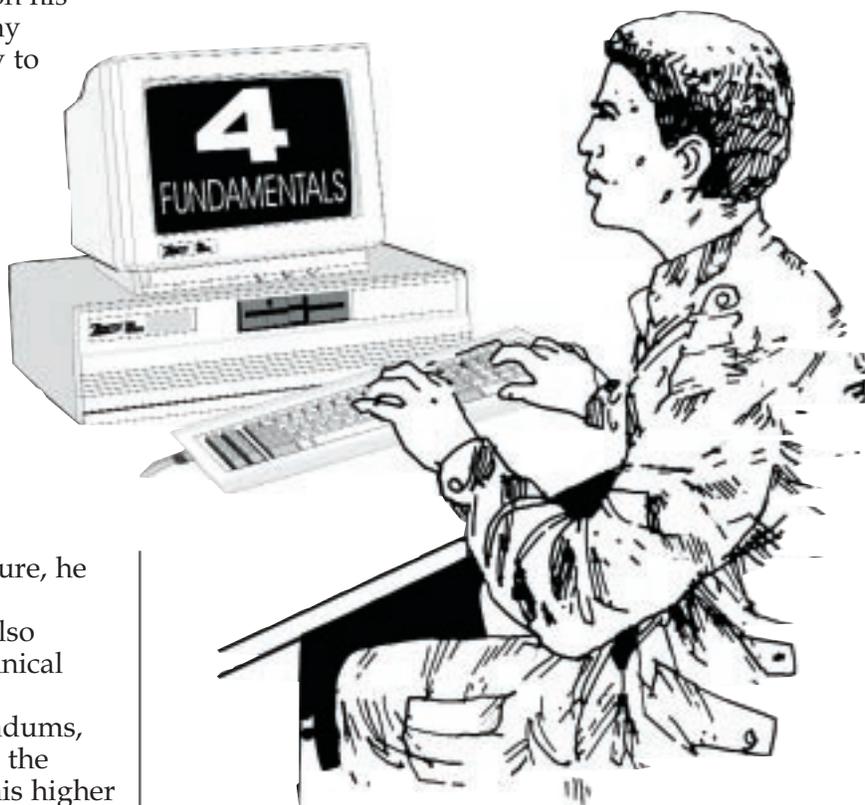
My mentor sports a collection of free stickers and labels, pamphlets and brochures, pictures and posters, tapes and buttons. From time to time, I can even find pens and coffee cups on his "freebie" table. If this table is any indication, he has not fallen prey to the latest trend to select a politically correct and more glamorous title for his position. His unit's accident record is superb. The morale of his charge is high. His office seems to reflect a sort of eclectic approach to his job.

I find that his success, after some prodding, comes from four fundamentals:

1. Ensure you have the right guidance. His bookshelves are crammed with publications I wouldn't have thought had the remotest connection to safety. Sure, he has eye-catchers with "safety" somewhere in the title. But he also harbors quite a collection of technical bulletins, engineering books, maintenance manuals, memorandums, and operating procedures. Why the ample collection? Just reading his higher headquarters' SOPs would send the

average reader on a wild goose chase for dozens of publications. "If you haven't got access to them, how could you understand what's expected?" Profound question of the obvious.

2. Ensure you've given the right guidance. Have the SOPs and policy letters at your level of command or responsibility adequately and correctly implemented the required safety programs? It's easy to assume that your higher has taken care of most of those programs required for you to implement. Have you given the proper treatment to all the areas of the Code of Federal Regulations (CFRs) that are required. A simple cover letter saying "Do it in accordance with..." often won't cut it. OSHA (both State and Federal) often requires you, to implement a



program. This often requires that each safety officer develop a program for such things as bloodborne pathogen exposure control and hearing conservation.

3. Ensure that the right people are in place to administer the safety program adequately. My mentor always seems to have a moment to talk with me when I call or visit. Ditto for anyone else. With all that he's responsible for, how does he find the time to do it? "Surround yourself with excellence," he quips. Hearing conservation, HAZCOM, lifting devices, range safety, laser safety, foreign object and debris damage, the list goes on and on. Certainly there are other folks in the organization who can be tapped for their expertise to help administer portions of the overall safety program. Have these folks been placed on additional duty orders? Do they know their jobs? "With extra help in the form of additional duty officers, it's a matter of teaching them how to fish. They'll gladly pitch in once they know where the rules of the game can be found and how they fit in to the big picture."

4. Ensure the program can continue seamlessly if you have to take your daughter to her baseball game. (Yes, baseball, not softball. Seems Andrea had a choice this year at school. Besides not too many softball leagues on TV.) Has a matrix been put together, so that the

boss knows what's due this month, quarter, or semi-annual period. What's the suspense date? the deliverable? to whom? Is there a long-term plan and short-term goals in place for improving the safety program?

A simple four-faceted philosophy for running a good safety program (not to be confused with the five-step process, of course). If I neglect to pick up a piece of debris while walking across a flight ramp and it winds up in an engine, that aircraft is just as out of service as if it had been shot up by hostile fire. If I'd taken to mowing my lawn yesterday without insisting that Andrea not be out there without me, some earmuffs, and safety goggles, that rock that shot out from the lawn mower and hit her in the face might have ended a brilliant baseball career. Wouldn't take much to digest an elephant like safety if it's reduced to eating it one bite at a time. Walk like you talk. Never call yourself an expert in safety, and never put boundaries on those things you look at to question whether it's being done safely. Safe, sage advice.

This article was authored by CW3 Mark W. Grapin, BN, ASO, 1st Battalion 211th Aviation Regiment, Utah National Guard, DSN: 766-4428. The contents of this article are the expressed opinions and views of the author and do not necessarily represent those of the U.S. Army Safety Center or the U.S. Army.

FOR ACCIDENTS / INCIDENTS REPORTING

POV
UPDATE FROM 2006 FY07

141/44

51/14

41/3

4/0

OTHER 3/0

TOTAL FATALITIES
61

U.S. ARMY SAFETY CENTER

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