

ARMY GROUND RISK-MANAGEMENT INFORMATION

Countermeasure

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Best Practices Year-End & Review

Team 19 Safety



Countermeasure

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BG Joseph A. Smith
Commander/Director of
Army Safety

COL John Frketic
Deputy Commander

Dennis Keplinger
Publishing Supervisor

Bob Van Elsberg
Managing
Editor

Julie Shelley
Staff Editor

Blake Grantham
Graphic Design

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We're Listening!

As I travel around the Army, I continue to be impressed with the dedication and true grit of our Soldiers! We are an Army at War, transforming for the future. This means increased exposure and lots of changes. High OPTEMPO and change are the norm—not the exceptions.

Our Soldiers are mission focused. They don't want "admin or safety" to get in the way of progress. I agree and want to focus this month on how safety fits in the feedback we're getting from the field. Maybe it's the name "safety" that's getting in the way of Composite Risk Management (CRM). Performing solid mission analysis and using troop-leading procedures to reduce risk should be a good thing—not something that gets in the way.

CRM will help get us on the razor's edge and improve our chances of accomplishing tasks that appear very high risk or even impossible. So don't think safety; think CRM and get after it! My challenge to each of you: Look hard each day at what will kill you or our Soldiers and put control measures in place that will get the job done and still let everyone come back and brag about it. "See the enemy ... see yourself." Before every mission, ask "How can the enemy take me out, and what are the hazards that could cause an accident and take me out?"

There are many tools out there to help with CRM. You asked for them, and we are listening. Listed below are your comments, followed by what we are doing to respond.

"Good tools, but poor connectivity." Just like AKO Lite, we now have "Safety Lite" on the Safety Center homepage at <https://safety.army.mil>. The system will log on automatically with the most efficient connection based on your bandwidth. The Risk Management Information System is also now on SIPRNET. Log on and try these tools out!

"Commander's Safety Course—not good." An entirely new version of

Accidental Risk

MISSION

Tactical Risk

the course will be available online by the middle of this month. It's modular in design and easy to change based off your feedback. The initial test came back with great reviews.

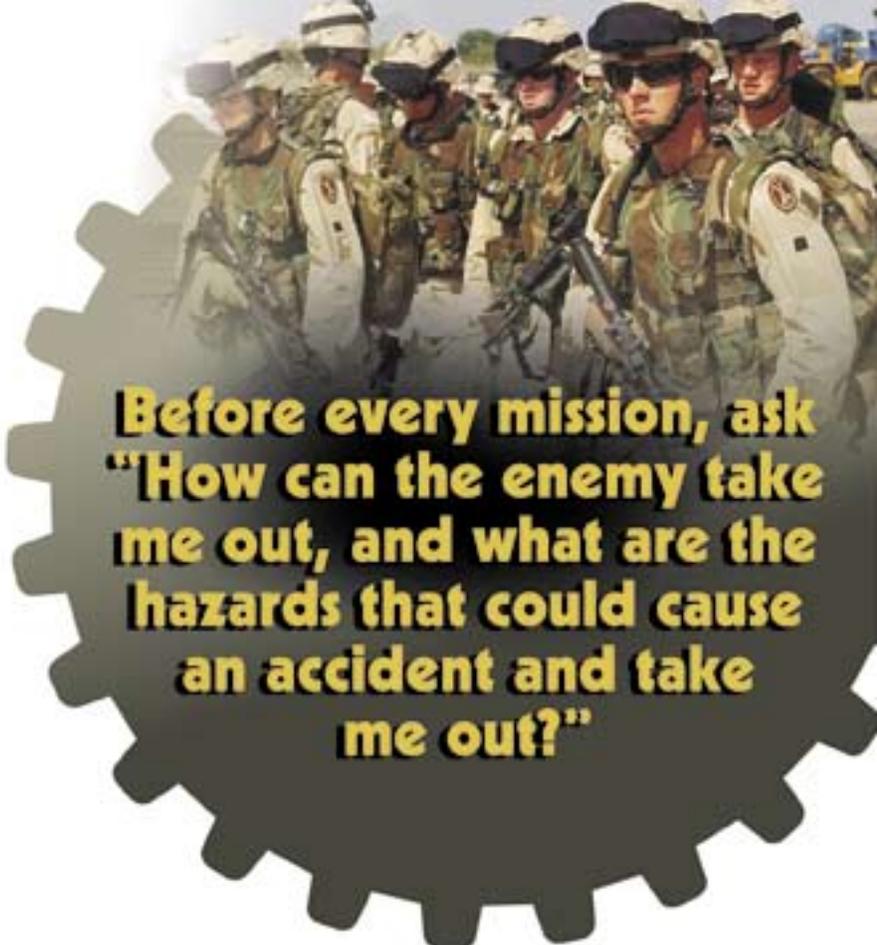
"We need an online course for additional duty safety officers. The Commander's Safety Course won't cut it!" The Safety Center agrees. A new course focused on NCOs, also modular, will be available online later this month.

"Driver's training is weak." The Army Safety Coordinating Panel, made up of Army senior leadership and Major Command representatives, is tackling this issue head-on. A new task force is headed your way to quickly beef up both tactical and POV driving skills.

"Negligent discharges: There are too many different standards for weapons clearing." Sergeant Major of the Army Kenneth O. Preston recently attacked this issue to clarify clearing procedures. The July 2004 *Countermeasure* included an insert that covers all currently issued U.S. Army weapons. You can download the pamphlet from our Web site at <https://safety.army.mil/pages/media/pubs/cm/safeweaponpullout.pdf>.

"Aircrew coordination training needs improvement." Since 1997, 50 percent of all aviation accidents have had some causal factors associated with crew coordination. The new Aircrew Coordination Training Enhancement Program is on the street and being taught by the Directorate of Evaluation and Standardization. Aviation units—if you're not scheduled yet, ask for assistance!

"Risk management training needs to be reviewed from the bottom up." TRADOC will publish a new version of Field Manual



**Before every mission, ask
"How can the enemy take
me out, and what are the
hazards that could cause
an accident and take
me out?"**

100-14 in Third Quarter 2005. By the way, all three modules of the Army Safety Management Information System risk management tool are now on our Web site. The POV version has been out the longest and with much success. To date, we've had over 120,000 assessments completed with only one POV fatality. Putting risk management in Soldiers' faces works!

There are lots of other ongoing initiatives to move us toward predictive analysis of accidents. Until then, my message is simple: Managing composite risk will move 'ya to the edge to get the tough jobs done, and now there are plenty of tools available to get after it. ★

Get the job done and bring 'em all back home!


BG Joe Smith

Best Practices

Anatomy of a Safety Campaign

SFC CHARLES R. RYAN
19th TSC, Command Safety NCOIC
Camp Henry
South Korea

Team 19 Safety

In May 2003 the secretary of defense mandated a 50-percent reduction in accidents—a goal echoed by the acting secretary of the Army. In response, the 19th Theater Support Command (TSC) Safety Office, Camp Henry, South Korea, joined other safety offices around the globe in going into high gear. When our acting safety manager began briefing our safety campaign to the commander of the 19th TSC, Major General Jeanette K. Edmunds, I recall thinking, “Now what could be a bigger challenge than a 50-percent reduction in accidents?”

Best Practices

The answer came quickly. Without blinking an eye MG Edmunds said to us, “The 19th TSC’s goal is not a 50-percent reduction in accidents; it is zero accidents!” I blinked at what she said, and then it hit me the key word was “campaign.”

What is a campaign, other than influencing others through the use of communication?

The key to good communication is effectively using media to “get out the word”—and that was just what our command needed. We have units stretching from as far south as the port city of Busan to the northern Demilitarized Zone (DMZ), where they support Area One. If you want to use Kansas for a comparison, envision our headquarters being at Fort Riley, our southernmost camp in Wichita, and our northernmost units at Fort Leavenworth. However, bear in mind traveling in Korea takes twice the time it does in Kansas. Developing an effective media program was the only way to reach all our units with our campaign.

The campaign

The first plan of attack was to reinforce the need to be safe through a visual aid or symbol. Our command’s Soldiers and civilians were provided a small “safety dot” to place on their watch. Whenever they glanced at their watch they were to ask themselves, “Is what I’m doing safe?”

We came up with some other ways to visually reinforce the need to be safe. For example, imagine running in a physical training (PT) formation and printed on the back of the PT vest in front of you were the words “Bob’s Hamburgers.” That might make you interested in one of those hamburgers. We used the same logic when we had the words “Team 19 Safety” printed on the back of our 8,000 new PT vests. Also, with so many Soldiers in Korea wearing backpacks while walking or riding

bikes, I had the vendor enlarge the vests’ neck hole so Soldiers could wear the vests over their backpacks. In addition, we printed the major subordinate command’s name on the front of the vests to boost esprit de corps. Other safety measures included unit safety officers and NCOs wearing a cloth badge on their BDUs, a safety-related motto or quote attached to all e-mails, and a “Sergeant Safety” cartoon character.

As part of our campaign we conducted a full-scale media blitz. The 19th TSC’s headquarters is located in Daegu, which also contains Camp Walker’s Armed Forces News-Korea detachment. The detachment’s radio and television sections strongly support our campaign. Every Friday I have a one-hour radio “Sergeant Safety Show” where I discuss everything from current accident trends to the weekend safety brief.

In addition, MG Edmunds also supported my writing and directing 12 public service announcements (PSAs). We worked with our subordinate commands to produce the PSAs, using the command team as speakers and the unit’s soldiers as “actors.” We also got space in unit publications for stories, giving us another way to put safety messages before Soldiers. As Soldiers heard our safety messages and put them to use, we rewarded them with special coins and watches.

The results

The 19th TSC Safety Campaign was implemented in February 2004 and has produced dramatic results. Compared to the

second quarter of 2003, accidents during the second quarter of 2004 were down 33 percent. Third quarter statistics reflected a 44-percent decrease in accidents compared to the same period during 2003. On Sept. 30, 2004, we met the Army Safety Campaign's goal of a 50-percent reduction in two years. Our offices' efforts were recognized by the Eighth Army (Korea) Safety Office, as well as by the Department of the Army Inspector General team. In addition, our off-duty risk assessment form was briefed as a "best practice" in Korea. The campaign was a true team effort—from Acting Safety Manager Randall Ross proofreading and improving every product we created, to our Korean national administration clerk, who interpreted my meetings with local vendors.

Now that Safety Campaign 2004 is over we can relax, right? Wrong! Our new commander, Brigadier General Timothy P. McHale, is also committed to safety and is adding his Campaign 2005 measures to the existing ones. We're off to rock for another year, but more importantly we're off to help the 19th TSC "ROCK SAFELY!" 🏍️

Editor's Note: SFC Ryan's success at creating an effective, theater-wide safety program is both appreciated and commended by Director of Army Safety, BG Joe Smith. In recognition of SFC Ryan's efforts developing this safety campaign, he has received the Sergeant Major of the Army Excellence in Safety Award. SFC Ryan brings 17 years' combat arms and seven years' combat service support experience to his safety office. He is completing his Masters Degree in Occupational Safety and Health. He may be contacted at rocksafely@yahoo.com or charles.r.ryan@us.army.mil.

An Award-Winning Motorcycle Safety Program

FRED FANNING
Safety Manager
Office of the Director of Army Safety

The Motorcycle Safety Foundation (MSF) has recognized Fort Leonard Wood, Mo., as having the best motorcycle rider training program in the military for 2003. The program provides Experienced RiderCourse and Basic RiderCourse instruction using MSF curricula. The post's instructors and driving ranges are certified by the MSF, and the Missouri Motorcycle Safety Program also has authorized the instructors to provide motorcycle training.

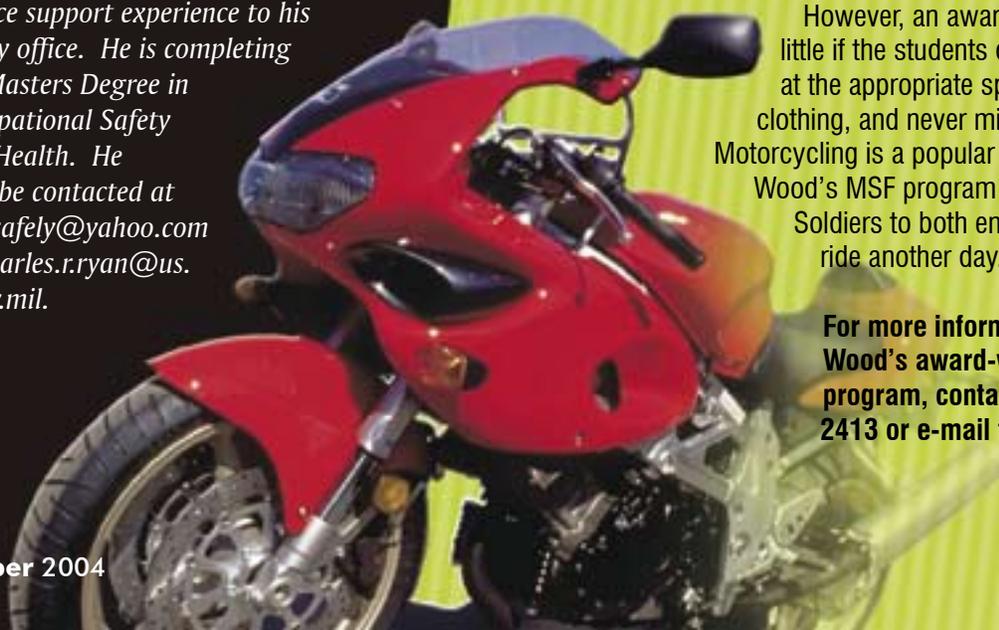
Randy Sipes, a safety specialist with the Maneuver Support Center Safety Office, is an MSF-certified instructor and rider coach and manages the program. Fort Leonard Wood's program provides the largest number of Experienced RiderCourse classes in Missouri, and has helped the state train an unprecedented 4,000-plus students for the first time ever. Fort Leonard Wood's program has developed its own motorcycle safety poster showing the required personal protective equipment, and also provided articles for the post's *Guidon* newspaper.

The program was upset at the beginning of Operation Iraqi Freedom as Army Reserve equipment staged on the only approved motorcycle training range. In spite of this a new range was found, marked, and MSF approved so training never ceased. Fort Leonard Wood also has taken its MSF program beyond that offered at many installations by providing training to family members and retirees at no cost. The program has reached beyond service boundaries to sponsor an instructor preparation course for the U.S. Navy, training instructors from as far away as Hawaii.

The post's instructors work very hard to maintain a focused and productive program, using their own motorcycles to demonstrate the exercises. They also must maintain, through training and instruction, their MSF certification and their Missouri Motorcycle Safety Program authorization.

However, an award-winning program means little if the students don't do their part—riding at the appropriate speed, wearing protective clothing, and never mixing alcohol and riding. Motorcycling is a popular sport, and Fort Leonard Wood's MSF program is successfully teaching Soldiers to both enjoy their sport and live to ride another day. 🏍️

For more information on Fort Leonard Wood's award-winning motorcycle safety program, contact the author at (703) 601-2413 or e-mail fred.fanning@us.army.mil.



Driving in Combat in I

Perception Versus Reality

INVESTIGATION DIVISION
U.S. Army Safety Center

The accident sequence

The daytime 14-vehicle convoy pulled out of their forward operating base (FOB) with nine Strykers in the lead. The convoy was traveling 45 mph and had been on the road for five minutes when it encountered oncoming local national traffic. The first eight Strykers pulled to the right side of the road and had no trouble avoiding the oncoming vehicles. The driver of the ninth Stryker, however, pulled too far to the right and the right-side tires went off the road, dropping eight inches onto the hard dirt shoulder. Instead of slowing down and gradually steering back onto the road, the driver abruptly

steered to the left, causing the Stryker to shoot across the road into oncoming traffic. The driver reacted by swerving to the right and running the right-side tires off the road again. He then overcorrected to the left, causing the Stryker to slide sideways. As the left-side tires began to lift off the ground, the squad leader yelled "Rollover!" and dropped into his hatch.

The vehicle rolled 2 ½ times and landed upside down. The driver was thrown outside the vehicle, which landed on him and caused fatal injuries. A Soldier riding behind the squad leader in the troop compartment came partially out of the squad

leader's open hatch and was crushed and killed. The left-rear air guard was thrown from the vehicle and suffered a fractured back. The other squad members inside the vehicle suffered minor injuries.

Why the accident happened

- The driver had not received any sustainment training, including how to drive the vehicle in emergency situations during combat. He was not the primary driver and had driven the vehicle only around the FOB and on four combat missions—which were 20 miles round-trip—before the accident.
- The squad leader did not



Iraq

direct the driver to slow down and gradually steer back onto the road.

- The unit chain of command viewed this combat mission as low risk. They had conducted this same mission 12 times in the past and had fallen into a routine. Therefore, they did not conduct a risk assessment, rehearsals, or a convoy safety briefing before the mission.

Why the severity of the injuries?

- The squad leader did not verify if the driver was wearing his seatbelt. He also permitted the driver to operate the vehicle outside the FOB with his hatch open. This was in violation of the battalion commander's orders.

- The squad leader did not require Soldiers riding in the vehicle to fasten their

seatbelts. Soldiers and leaders viewed the seatbelts as difficult to use when they were wearing combat gear, and as a hindrance when quickly dismounting the vehicle in a combat situation.

- The chain of command had not ensured the squad rehearsed rollover drills in more than two months.

Recommendations

- Seatbelts save lives. All Soldiers operating and riding in Army vehicles are required by Army policy and CJTF-7/MNC-I to wear their seatbelts. First-line supervisors must make this happen for each mission.

- Local commanders, based on the risk assessment, decide whether drivers keep their hatch closed when operating outside the FOB as protection against improvised explosive devices and car bombs. During high summer temperatures, first-line supervisors must ensure hatches remain closed and that everyone consumes water on a regular basis.

- Experience gained while driving a vehicle is not a substitute for annual driver's training. Units operating in combat zones must make the time to take their primary and alternate drivers through an obstacle course and reinforce safe driving procedures, including operating in emergency situations.

- Vehicle crews must rehearse rollover drills, including evacuating the vehicle and accounting for all

personnel, on a regular basis.

- There is nothing routine in combat. Leaders must conduct troop-leading procedures for each mission. Leaders must also perform a risk assessment at all levels to ensure first-line supervisors implement and supervise control measures.

One of the worst things that can happen to a unit in combat is losing a Soldier to an accident. For many leaders and Soldiers, the perception is that accidents are more likely to happen during the high point of the mission. However, the reality is that most accidents happen while en route to the mission or returning from it when leaders and Soldiers let



down their guard and stop ensuring tasks are done to standard. 🚗

Comments regarding this article may be directed to the U.S. Army Safety Center's Investigation Division at (334) 255-3261 or DSN 558-3261.

Fiscal Year (FY) 2004 has ended and it is time to assess “how we did.” The Army continues to have many of its Soldiers deployed, and this has an effect on the type and number of accidents. The good news is that the Army had a 28-percent decrease in Class A through C ground accidents in FY04 compared to FY03, and there also was a reduction in personal injury fatalities. The bad news is that as of this writing, 267 Soldiers have died in accidents—seven more Soldiers than last year, representing a 2-percent increase in fatalities from FY03. There also was a 4.5-percent increase in Class A accidents, most involving Army Motor Vehicles (AMVs) and privately owned vehicles (POVs). (Note: As in all previous years, Class C accident reports continue to arrive for FY04, and these will change the final numbers.)

FY04 Army Ground Accident Review

How Did We Do?

MAJ LARRY CHINNEY
Research Analyst
U.S. Army Safety Center

Privately Owned Vehicle (POV)

POV accidents, the leading cause of Army accidental fatalities, account for 49 percent of all Army accidental deaths. According to the reports received so far, 131 Soldiers have died. That's 21 more Soldiers than last year—an obvious movement in the wrong direction. There is a disturbing trend when you look at these accidents by POV type. Motorcycle accidents, which have claimed the lives of 28 Soldiers, have jumped by 50 percent compared to FY03. Automobile and van crashes rose by 30 from last year and resulted in 88 fatalities. The most commonly reported causes of fatal POV accidents are excessive speed, driving under the influence of alcohol, inattentiveness, and driving tired. While many Soldiers protect themselves with seatbelts and motorcycle helmets, other Soldiers still choose to ignore these life-saving pieces of equipment and pay for that choice with their lives.

Army Motor Vehicle (AMV)

In our “FY03 Army Ground Accident Review” article in the December 2003 *Countermeasure*, we showed 182 AMV Class A through C

accidents. That number, however, jumped to 282 after all the reports came in. While FY04's current accident count of 215 represents a 24-percent reduction from last year, as delayed reports come in that number is likely to climb. Some 42 percent of these accidents involved HMMWVs, making them the biggest problem area. By comparison, government sedans and station wagons accounted for eight percent of AMV accidents.

Looking at AMV mishaps by accident class, Class A numbers remained relatively stable in FY04, with 47 compared to 46 during FY03. However, the number of Soldiers killed in these accidents has risen to 50, an increase of 39 percent from FY03. HMMWVs were involved in 24 of the 47 accidents, with the remaining accidents being scattered among the M915 series, HEMTTs, and several other vehicles. The majority of Class A AMV accidents happened in Afghanistan, Kuwait, and Iraq, where we had 38 mishaps.

Army Combat Vehicle (ACV)

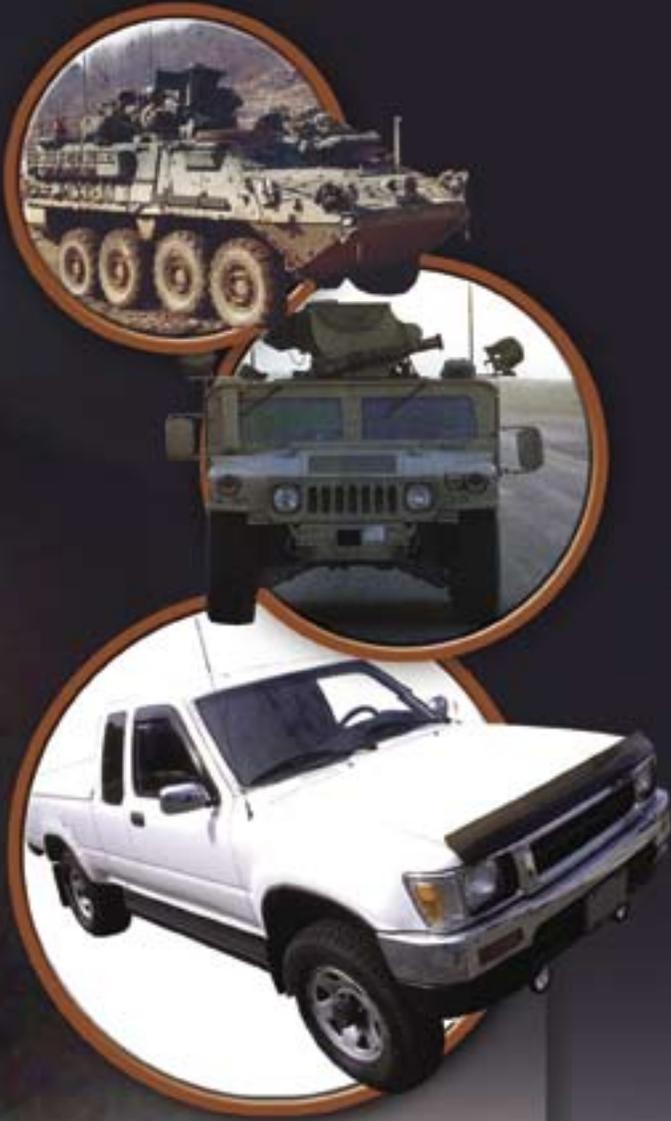
As with AMVs, the number of ACV accidents remained fairly stable. We currently have 62 reported Class A through C ACV accidents for FY04, which is five less than FY03. The

ind

ACVs that figured most prominently in these numbers were the M1A1 Abrams tank, with 29 percent of these accidents; Strykers accounted for 26 percent, and Bradley Fighting Vehicles (BFVs) constituted 24 percent. Five soldiers died in tank accidents, four in Stryker accidents, three in BFV accidents, and one in an M88 recovery vehicle accident.

Personal Injury-Other (PI-O)*

Personal Injury-Other accidents accounted for the largest number of Class A through C mishaps. So far, 743 Class A through C accidents have been reported for FY04 versus 1,104 for FY03. While this might seem a good news story, delayed reporting is a factor and we expect the numbers will climb. When all the reports are in, we estimate there will be a 15-percent overall decrease in PI-O mishaps, with Class A accidents and fatalities dropping by 10 percent. In FY04 the Army had 57 Class A PI-O accidents, which resulted in 53 deaths.



The primary activities Soldiers were involved in included parachuting, 19 percent; physical training, 14 percent; and “human movement”—including walking, running and climbing—14 percent.

On-duty Class A Accidents.

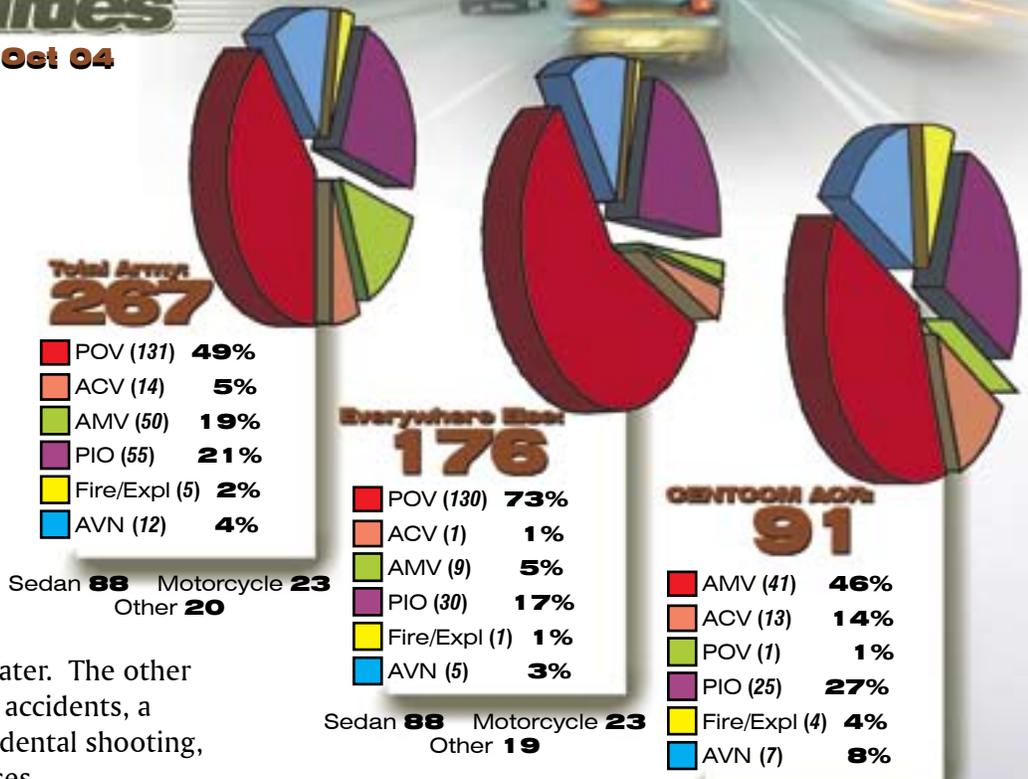
Of the 42 Class A PI-O accidents and fatalities, three of four happened on duty. Of those accidents, 15 involved physical training and road marches, eight involved weapons handling, and four were electrocutions. Although weapons handling accidents were down 50 percent from FY03, they still resulted in the deaths of seven Soldiers and one civilian. Additionally, the Army suffered one reported loss to fratricide. Twenty-four (57 percent) of these accidents involved Soldiers in Afghanistan and Iraq.

FY04 Army Military Fatalities

As of 31 Oct 04

Off-Duty Class A Accidents.

Falls and drowning were the primary causes of these 15 PI-O accidents, 14 of which resulted in a fatality. Of the four Soldiers who died in falls, two fell from window ledges, one fell down a stairway, and another fell while mountain climbing. Swimming and boating accidents accounted for another four fatalities, and two Soldiers were electrocuted while in water. The other fatalities involved pedestrian accidents, a privately owned weapon accidental shooting, and other miscellaneous causes.



Fire

Nine Class A through C fire-related accidents were reported for FY04, a decrease from FY03's 14 accidents. Four of this year's accidents were Class As, including one Soldier who died in a house fire.

Explosives

There were 30 explosives incidents in FY04, costing the Army lives, injured Soldiers, dollars, and a reduction in readiness. Four Soldiers were killed by explosives accidents, three of which involved handling captured enemy ammunition. The fourth fatality was attributed to indirect fire.

Conclusion

Overall, vehicle crashes continue to cause the majority of Army accidental deaths, regardless where a Soldier is stationed. Before the Army went to war, approximately 70 percent of accidental deaths were due to vehicle accidents. That number has remained relatively stable at 73 percent for FY04, the difference being that AMVs and ACVs have

become a bigger slice of the pie because of our wartime deployments.

The U.S. Army Safety Center (USASC) has a number of tools to help leaders and individual Soldiers effectively manage risk in their everyday lives, especially when driving POVs. Check out USASC's Web site at <https://safety.army.mil> to learn about ASMIS-1, the POV Toolkit, and 5 Minute Safety Briefs. Accident reduction is not just a leader responsibility; it's something all Soldiers can do to help promote the Army's readiness and preserve its combat power. 

* Personal Injury-Other accidents are Army accidents that involve injury to personnel not covered by any other accident type.

Editor's Note: These statistics are current from the USASC database as of November 1, 2004. Delayed reports and follow-up details on preliminary reports could change the statistics, figures and findings.

Contact the author at (334) 255-1496, DSN 558-1496, or e-mail lawrence.chinnery@safetycenter.army.mil.

What's in the Can?

A platoon of Marines gathered in a motor pool to perform preventive maintenance (PM) on vehicles used the previous week during a command post exercise (CPX). Each vehicle was placed on line and all equipment was removed. From the dispatcher's shack, the sergeant in charge of the maintenance used a loudspeaker to tell the Marines to begin checking the items in the PM manual.

Each vehicle carried a 5-gallon water can and a 5-gallon fuel can. However, when the vehicles were prepared for the previous week's CPX, two of the fuel cans were unserviceable, so the platoon sergeant decided to use two water cans instead. Unfortunately, that fact had been forgotten after the CPX.

As the young Marines performed their maintenance, it came time to check the winch on the commander's vehicle. This consisted of unwinding the cable and checking its serviceability. As the driver rewound the cable onto the winch, a small electrical fire started. The driver grabbed the Purple K fire extinguisher (intended for use on electrical fires), pulled the pin, and squeezed the handle—but nothing came out. He looked at the dial and saw it was empty. He then noticed two water cans to his right. Picking up one of them, he quickly unscrewed the lid and heaved the liquid onto the fire. Well, which water can

JONATHAN D. MCKINNEY

Tactical Safety Supervisor

Marine Corps Base, Camp Pendleton, Calif.

do you suppose he grabbed? You guessed it—the one full of gas. The liquid hit the flames and ignited, making a loud POOF! In an instant a large cloud of black smoke hovered over the motor pool.

The startled driver was only about three feet from the explosion. He was lucky and only suffered minor burns on his face and arms. Other Marines saw what happened and rushed over with fire extinguishers and put out the fire.

In the story above, the platoon sergeant put the mission before safety when he decided to store fuel in the two water containers. That's not exactly good risk management at work. Luckily, the ignited fuel didn't follow the source back to the can and roast the driver, or cause additional fires and property damage.

We use every available resource when it comes to accomplishing the mission. However, in the process we must also use risk management in our planning. Not doing so in the name of "getting the mission done" can have terrible consequences for some unsuspecting Soldier. 

Editor's Note: The Marine Corps uses the same type of water can as the Army. If you'll check the back cover of our June 2004 issue, you'll see a water can that was used to store antifreeze—a potentially deadly decision had anyone drunk from that can. Water cans are for storing water—nothing else!

Mr. Jonathan McKinney is a retired Marine Corps master sergeant currently serving at Camp Pendleton, Calif., as a tactical safety supervisor. In that role he ensures risk management is used in Marine training programs and provides occupational health and safety training. He is currently a member of the first joint-service CP-12 safety class conducted by the U.S. Army Safety Center.



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- Zapped and Zinged—February
- Here's Joey! Mea Culpa—We Goofed!—June

Motorcycle Safety

- Saved by the Helmet—March
- When 18 Wheels Trumps Two—May
- McMurphy's Law—August
- An Unexpected Maneuver—August
- Mail Call—September

Occupational Safety

- Beside the Green: Be the VIP in VPP—October
- Beside the Green: Looking Back to Plan Ahead—December

Power Tools

- An Alabama Almost Chainsaw Massacre—August

Privately Owned Vehicle (POV)

- DASAF' Corner—ASMIS: Enhancing Safety Through Applied Knowledge—January
- Been There, Done That ... Lucky to be Alive!—January
- ASMIS-1 Clearing the Road Ahead—January
- When the Leaders Weren't Looking—January
- From Slick to Schlep in One Easy Lesson—February
- Attacking Privately Owned Vehicle Accidents—April
- There I Was Being Stupid—April
- Doin' the 'Donut'—May
- Joelle's Story—June
- Surfing Down the Highway—June
- DASAF's Corner—June
- Wow Was That a Red Light I Just Ran?—June
- I'll Never Drive that Tired Again—July
- Safety Sends—August
- DASAF's Corner—November
- Complacency or Conditioning?—November
- A Close Call on a Slick Road—November
- Red Light Roulette—November
- Beside the Green: Car Speak—November
- No Curb Too Steep ... It's a Rental!—November
- Recipe for Disaster—December

Range Safety

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- It's Not Clear Until I Say "It's Clear!"—January

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- Snowboarding Safety Tips—February

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- Operation Guardian Angel—April
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- In Just an Instant—June

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- An Upside-Down and Deadly World—September
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- Dust in the Wind—June

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- A Different Seatbelt—March
- Saved by the Belt—March

Stryker

- An Upside Down and Deadly World—September
- Investigator's Forum: Perception vs. Reality—December

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Water Safety

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Weapons Handling/Safety

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- Weapons Handling Safety Poster—July
- Keep It Shootin' In The Cold—October
- Mail Call—October

Writing Guide

- The "Write" Stuff—February

Looking Back to Plan Ahead

SUSAN JERVIS
 Army Materiel Command
 Fort Belvoir, Va.

Jack Cohen could hardly believe it was already December and his annual safety summary was due to the commander by the end of the week. As the supervisor for one of the depot's maintenance lines, he and his team had been extremely busy supporting maintenance requirements for Operation Enduring Freedom and Operation Iraqi Freedom. There'd hardly been a minute to stop and think about the events of the year, and even less time to stop and plan for the coming year. As he turned through the pages of his weekly log, Jack began recording the safety incidents his team experienced during the year. He'd forgotten about most of these incidents

because he'd been so focused on completing the mission on time.

"February 11 – Andrea fell as she entered the building." It was a cold

winter morning with icy patches around the walkways and buildings. Andrea didn't notice the icy spot near the bay door because it was still dark outside. She stepped on the ice, slipped, and fell. Nothing was broken, but Andrea did sprain her wrist. More troubling was the fact that a light bulb had been burnt out for several days and no one had taken time to fix it. Even though Andrea only missed a couple of hours of work that day, she wasn't able to efficiently handle and carry larger parts for several weeks. Her injury decreased the productivity of her work group until her sprained wrist healed.

"March 17 – Bill hurt his back lifting the parts bin." It was Saint Patrick's Day and everybody was hurrying to finish their last task for the day. Bill needed to stage the parts bin in preparation for tomorrow's shift. Rather than following the normal procedures of using a hand truck or getting a buddy to help, Bill lifted and moved the bin by himself. As a result, he pulled a muscle in his lower back and missed work for two weeks. He had restricted work activities for several

weeks following his return. Bill's group really pulled together to juggle his work during his absence, but it did require working extra hours to meet the production



March 17



February 11

schedule.

"June 14
– James visited the clinic about his hand." During the weekly team meeting, James mentioned that his fingers were numb. Someone in

the group suggested he visit the health clinic. The doctor diagnosed James as having Carpal Tunnel Syndrome. The doctor suggested that James talk to the safety office about redesigning his job area to decrease the potential for repetitive motion injury. The redesign seemed to help James' symptoms.

"September 2 – Cathy cut her hand."
Cathy was using a file to smooth out a rough place on a metal fitting. The file slipped and cut her finger. Although the cut only required first aid treatment, her group did use the experience to discuss the importance of using personal protective equipment.

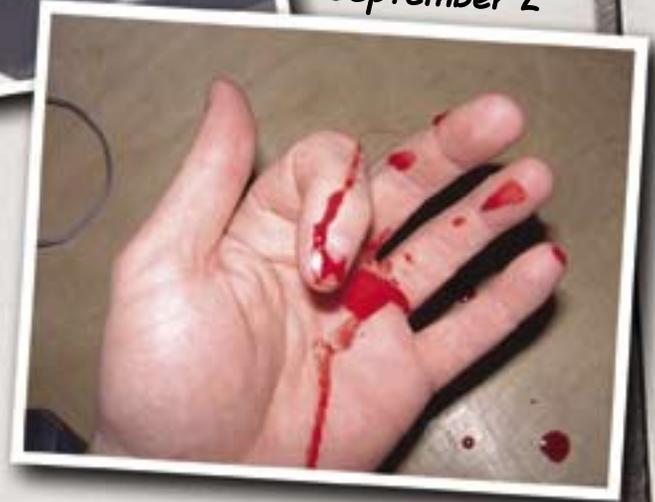
Jack leaned back in his chair and glanced over his notes. Wow, four of his 20 employees experienced safety incidents during the year. Even though none of the incidents were life threatening, his group did lose valuable production time and now use-or-lose leave was creating a management challenge. Jack was really bothered by this realization. Because of his unwavering focus on getting the job done as scheduled, Jack felt like he'd let down the members of his team. He hadn't fully discharged his key responsibility as a leader. He hadn't actively conveyed an attitude of safety to all his team members so they would have a safe working environment. As he began to finalize his annual summary, he decided to supplement his lessons learned with some safety goals for the coming year.

Make safety a priority. Jack vowed



June 14

September 2



to use each and every trip onto the maintenance floor to look for potential safety hazards. If he spotted a problem, then he'd work with his team to correct it right away. He could also make safety a routine discussion point during his weekly team meetings.

Set up a buddy system. Jack set out to establish an informal "safety buddy system" to help his employees become a real team. "Safety buddies" could help each other with big jobs, remind each other about the correct procedures, and be focused on each other's safety.

Communicate that safety is productivity. Jack promised to make sure his team understood that the safe way is the right way to complete the job. He would work hard to maintain a safe workplace so each member of his team could make it home injury free at the end of each day. ■

Ms. Jervis is a safety engineer in the AMC Safety Office, Fort Belvoir, Va. She may be contacted at (703) 806-8706, DSN 656-8706, or by e-mail at susanjervis@us.army.mil.

I heard the forecast for snow, looked out the window and didn't see so much as a single flake. Sure, the general had given us permission to leave early that day because of incoming bad weather, but hey—I was editor of a military driving safety magazine. If anyone could handle driving in crappy weather, who better than me? Besides, I had work to get done and my “accu-window” forecast convinced me the weather warning must have been wrong.

SLIP SLIDING

BOB VAN ELSBERG
Managing Editor

Finally, 4:30 p.m. rolled around and I once again gazed out the window. I could normally see some 70 miles to the west across the desert. Now that had been shortened to perhaps 4 to 5 miles, and light snow flurries had begun. “No sweat,” I thought. I'd head home—about 30 miles to the south of Albuquerque, N.M., and be there in 45 minutes to enjoy dinner.

I'd only gone a few miles south of town on Interstate 25 when I hit heavier snow. I exited onto Highway 47 and within a few miles was driving in a genuine blizzard. Because of the road conditions, I'd slowed down to 25 to 30 mph. My two-wheel-drive Toyota pickup could get very squirrely on slick roads, so I wasn't taking any chances.

I turned off Highway 47 to drive the last seven miles on a two-lane country road. The road—nothing to write home about in the best of weather—got little attention from highway

crews when it snowed. I'd forgotten about the hill I had to climb and soon found myself in a line of vehicles waiting at the bottom for a chance to try.

I sat there watching the cars ahead of me take their turn. The first driver almost made it to the top before panicking, hitting the gas and sliding into a ditch. “Hmm ...” I thought, “he's ‘parked’ for the night.” The next two drivers must have been related because both cars tried going up together. The lead car stopped first and began sliding backwards. The second car's brake lights came on, followed by the backup lights. I thought, “This is going to be interesting.” Both cars looked like drunken ice skaters, sliding sideways and then doing donuts trying to avoid each other and not go off the road. You had to give them an “A” for effort—if not for results. The lead car got just enough traction on one of its loops to run into

the ditch, while the second car scored a direct hit on the only tree within 300 yards. Two more “parked” for the night!

I may not be the brightest light in the hallway, but even I could see the route home did not lie ahead. I carefully backed up, turned around, and decided to take a much longer but safer route. It added 23 miles to my trip and I got lost once, but I finally pulled into my driveway. Dinner was definitely late, but at least I was home to eat it.

3 AWAY

I learned several lessons that night. First, don't ignore winter weather warnings. I don't care how many times the weatherman has been wrong, you're still NOT a better forecaster. Also, if you hate bad weather, you'll hate it even more after dark—especially if you live in the country. Your vision is limited to your headlights—maybe less if it's snowing heavily—so it's easy to get lost, go off the road, or maybe hit some other unfortunate soul trying to get home.

Second, while you probably don't relish the idea of spending a chilly winter's night in your vehicle, you might want to plan for it just in case. After my experience I took a cue from the American Automobile Association and started packing an emergency kit in my truck. Here are some things they suggest that might keep you from being stranded on the road or help you survive if you are:

JUST IN CASE

- Ice scraper and snow brush.
- Extra bottle of winter (antifreeze type) windshield wiper fluid.
- Tire chains of the proper size for your vehicle. Practice putting them on during good weather so you won't have to learn while you're in the middle of a blizzard.
- Traction-improving material such as kitty litter, salt or sand.
- A tow chain or strap someone can use to pull your vehicle out of a snowdrift or ditch.
- Keep your gas tank at least half full.
- Snacks that won't freeze.
- Thermos with hot soup, coffee or tea.
- Cell phone so you can call for help.
- Chemically operated hand and foot warmers (available at many sporting goods stores).
- Jumper cables.
- Gloves, a blanket, and extra clothing such as woolen socks and waterproof boots to keep you warm and dry should you have to walk for help. If you do, walk only a reasonable distance and only AFTER the severe weather has passed.
- Candles, a candleholder and matches. A candle can provide warmth in your vehicle while you're waiting for help. Make sure you roll down the window slightly to ensure a supply of fresh air.
- A flashlight with extra batteries, flares or roadway reflectors.
- A basic first-aid kit containing bandages, antiseptic, scissors, and any needed prescription medications.
- Lock deicer for frozen locks, or a cigarette lighter to heat your car keys. Make sure you keep these on your person, not in your vehicle.
- A list of emergency phone numbers and points of contact. 📄

Contact the author at (334) 255-2688, DSN 558-2688, or e-mail robert.vanelsberg@safetycenter.army.mil.

Don't Toboggan on YOUR noggin

BOB VAN ELSBERG
Managing Editor

“C

OO!” I thought as I watched my best friend slide down the hillside on an impromptu sled made from a piece of cardboard. One benefit of being in Germany was that unlike where I grew up in Southern California, I didn't have to drive hours to see snow.

I got my own piece of cardboard and hiked to the top of the hill. The run wasn't long—maybe 150 feet or so—but the slope was steep enough to make it fun. There were also some good bumps on the way down and a stand of trees at the bottom of the slope. With no means of steering the cardboard, each run concluded with a spectacular “bail out” before the tree line was reached. Or at least that was the plan.

The snow had been smoothed from my friend's several runs. I sat down on the cardboard and pushed off from the top of the hill. Things were going well until I hit one of those bumps. My feet went up in the air and I was suddenly on my back on the cardboard. I must have dug at least one foot into the snow trying to right myself. That caused me to veer to the right toward the tree line bordering the run. To make things more interesting, I was now sliding sideways down the hill. Bailing out was going to be a lot harder and, when I did, I was going to roll side over side. However, the trees were getting close and I was hardly in control of anything at that point.

Somehow I got off the careening piece of cardboard before the tree line—but only just. I heard the cardboard scuff against a tree trunk, and then moments later I rolled into a tree and hit it with the small of my back. Talk about “kidney punched”—the impact really knocked the wind out of me. As I lay there trying to get my breath, my wife and friend ran up to see how I was. I think one of them said something like, “Can you still wiggle your toes?” Fortunately I could.

That ended my impromptu cardboard sledding for the afternoon. And while the damage was confined to my pride and some sore back muscles, I did spend the next few days walking around rather stiffly. I looked more like an 80-year-old man than one in his 20s.

It's pretty hard to resist the temptation to grab a sled, toboggan, or even a piece of cardboard when the white stuff powders the hills where you live. So have fun and take advantage of these tips to help you enjoy your day on the snow.



- Keep all equipment in good condition. Broken parts, sharp edges, cracks, and split wood invite injuries.

- Most injuries involve collisions with fixed objects such as trees, telephone poles, or fences, so steer clear!

- Dress warmly enough for conditions.

- Sled on spacious, gently sloping hills that have a level run-off at the end so the sled can come to a halt safely. Avoid steep slopes and slopes located near streets or roadways.

- Check slopes for bare spots, holes, rocks, tree stumps

or other obstructions that might cause injuries. Bypass these areas or wait until conditions are better.

- Make sure the sledding path does not cross traffic, fences, rocks or telephone poles.

- Do not sled on or around frozen lakes, streams or ponds because the ice may be unstable.

- The proper position for sledding is to sit up or lay on your back on top of the sled with your feet pointing downhill. Sledding headfirst increases the risk of head injury and should be avoided. Sit upright if you're riding on a snow disc.

- Choose your sledding equipment carefully. Some, such as sleds and toboggans, offer a measure of control. Others, such as snow discs or inner tubes,

can leave you completely at the mercy of inertia.

- Don't sled at night unless the area is well lighted.

- Never hitch or give a sled ride behind a vehicle.

- If a spill is unavoidable, don't fly off headfirst; instead roll off the sled to the side. One-third of all sledding injuries involve the head or face.

- Sledders should wear thick gloves or mittens, and insulated boots to protect against frostbite as well as potential injuries. 

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Contact the author at (334) 255-2688, DSN 558-2688, or e-mail robert.vanelsberg@safetycenter.army.mil.

“**W**hat a master electrical engineer I am!” I thought as I knelt and surveyed my handiwork. I had managed to plug in the Christmas tree lights—including an angel at the top of the tree, three miniature electric snowmen, a musical Santa Claus, a Crock Pot™ full of cider, an electrically heated potpourri pot, AND our microwave oven all on two extension cords with multiple outlets. And miracles of miracles, I’d been able to hide all the electrical cords by curling them up behind the tree and stuffing them beneath the white “snow” blanket. All of this “Christmas cheer” dazzled visitors without the distraction of a messy pile of electric cords. What a genius indeed!

Are You WIRED for SAFETY?

BOB VAN ELSBERG
Managing Editor



Well, maybe not. The truth is, I was probably uncomfortably close to building a bigger fire in my front room that I could in my fireplace. Every year, families “lighting” up their homes to celebrate a cheerful Christmas wind up lighting the neighborhood as fire trucks respond. To keep your Christmas cheerful try following these tips:

Plugs and extension cords

- Polarized plugs have one blade wider than the other. The plug can only be inserted safely into an outlet one way. If it doesn’t fit, use an adapter. Don’t try to force it.
- Use safety caps on all unused wall and extension cord outlets, particularly when small children are around.
- When you are finished using a small electrical appliance or power tool, unplug it.
- Unplug extension cords that are not in use. The unplugged end in a child’s mouth can lead to death or serious injury.
- Pull a plug from a wall socket by gripping the plug itself, not by yanking the cord.
- Untangle any twisted cords.

- Keep cords off steam pipes, furnaces, heaters or other hot surfaces.

- Replace cords that are cracked or frayed.

- Don’t run cords where people walk, or under rugs or furniture.

- Insert plugs fully. The prongs should not be exposed when the extension cord is in use.

- Only use cords outdoors that are marked for outdoor use. Use three-pronged, grounded, heavy-duty extension cords.

- Do not overload a circuit. As a general rule, do not plug appliances into the same circuit if the combined wattage exceeds 1500 watts. If the wattage rating is not on the product, multiply the amps by 125.

- To avoid extension cord overload, add up the wattage rating of all the products plugged into the cord and compare it to the cord’s wattage rating.

Other expert advice

Signs of problems in your electric system include blown fuses, tripped circuit breakers, dim or flickering lights, buzzing sounds, odors, hot switch

plates, loose plugs and damaged insulation.

- Buy electrical products that are double insulated and approved by a recognized testing lab such as Underwriters Laboratories (UL).

- Don’t try to increase your circuit’s capacity by replacing a blown fuse with a penny or installing a larger-capacity circuit breaker. You are risking electrical shock or fire. Call in a professional.

- Know how to change a fuse or reset circuit breakers.

- Turn off the switch and/or unplug decorations when replacing light bulbs. 

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Contact the author at (334) 255-2688, DSN 558-2688, or e-mail robert.vanelsberg@safetycenter.army.mil.



ACV

Class A

■ Two Soldiers were killed when their Stryker ran off the roadway and overturned. The driver, who was killed, was reportedly attempting to avoid oncoming traffic at the time of the accident. Both the driver and the deceased passenger were ejected and crushed during the rollover sequence.

.357 revolver discharged, hitting him in the back. The Soldier was packing a suitcase and his spouse was handing him the gun to pack as it fired.

■ Soldier drowned after falling from a boat on a lake. The Soldier's body was found two days after the accident.

■ Soldier collapsed at a hydration point during a nine-mile road march and later died at the local medical facility. No other details were provided.

■ Soldier suffered fatal injuries after his vehicle was broadsided by a logging truck that failed to yield at an intersection. No other details were provided.

■ Soldier died after he lost control of his vehicle, struck another vehicle, then ricocheted into traffic and struck two more vehicles head-on. No other details were provided.

■ Soldier was killed in a head-on collision while returning home from his Reserve center. No other details were provided.



AMV

Class A

■ Soldier died after the 5-ton truck he was riding in overturned. The Soldier, who was riding in the rear of the truck, was ejected and crushed after the vehicle's front tire blew during convoy operations.

■ Two Soldiers were killed when their HMMWV hit a transport truck head-on during convoy operations. The truck commander and one passenger were killed; the driver was injured. No other details were provided.



POV

Class A

■ Soldier died after falling asleep at the wheel and rolling his truck three times on an interstate. The Soldier awoke and overcorrected the truck after it drifted into the median, causing the vehicle to overturn. The Soldier had finished a 14-hour duty day and had only four hours of sleep just before the accident.

■ Soldier was killed after his motorcycle collided with a car and he was run over by a second vehicle. The first vehicle failed to yield to the Soldier and turned left into his path. The Soldier had no time to react and hit the rear of the vehicle, sending him into the opposite lane. The second vehicle was traveling behind the first and was unable to avoid hitting the Soldier.

■ Soldier suffered fatal injuries after his motorcycle struck a curb, sending him airborne and causing him to strike a utility pole.

■ Soldier died after his vehicle struck a pickup truck head-on on a two-lane highway. The Soldier's vehicle crossed the centerline after an S-curve into the truck's path just before the accident. The truck's driver hit the brakes and attempted to move to the roadway's side, but was unable to avoid the collision. Although the Soldier was wearing his seatbelt, it is believed he may have used drugs before driving.



Personnel Injury

Class A

■ Soldier died after falling from a ninth-floor window ledge at a hotel. Several other Soldiers were having a party in the Soldier's room at the time of the accident. The Soldier apparently leaned too far out the window, causing him to fall.

■ Soldier was killed when a

POV

UPDATE

FY 05

through
Oct 04

Class A-C accidents/Soldiers killed

| | |
|---------------|-----|
| ■ Cars | 5/6 |
| ■ Vans | 0/0 |
| ■ Trucks | 1/1 |
| ■ Motorcycles | 4/4 |
| ■ Other* | 0/0 |

*Includes tractor trailers, unknown POVs, and bicycles

11

Total
POV
Fatalities

FY04

8

3-Yr
Avg

8

Coming Soon to a Post Near You

Check here to find out when the
U.S. Army Safety Center Mobile Training Team
will present the Risk Management Course at your facility.



Scheduled Visits

| Location | Dates | Location | Dates |
|--------------------------------|-------------|--------------------------|---------------------|
| Fort Jackson, SC | 14-18 March | Hohenfels, Germany | 6-10 December |
| Fort Knox, KY | 21-25 March | Hanau, Germany | 13-17 December |
| Hiroshima, Japan (83rd Ord Bn) | 11-15 April | Vermont ARNG | 5-6 February |
| Camp Zama, Japan | 18-22 April | Las Vegas, NV (63rd RRC) | 8-10 February |
| Soto Cano, Honduras | 18-22 April | Fort Drum, NY | 7-11 February |
| Fort Custer, MI | 23-24 April | Fort McCoy, WI | 19-20 February |
| Fort Drum, NY | 9-13 May | Ohio ARNG | 23-27 February |
| PRARNG | 13-15 May | Fort Lee, VA | 28 February-4 March |
| PRARNG | 16-20 May | Fort Bliss, TX | 7-9 March |
| Fort Knox, KY | 16-20 May | Fort Jackson, SC | 9-11 March |
| Carlisle Barracks, PA | 23-25 May | | |

Open Visit Dates (2005)

| |
|------------------|
| 28 March-1 April |
| 4-8 April |
| 6-10 June |
| 13-17 June |
| 20-24 June |
| 11-15 July |
| 18-22 July |
| 25-29 July |

If you don't see your facility represented here, call your installation safety office and ask them to schedule a training visit. Visits are provided at no cost to your installation. For more information on the Risk Management Course or other safety courses, please contact:

SFC Patricia Stoker
DSN 558-2445 (334-255-2445)
patricia.stoker@safetycenter.army.mil

MSG Robert Spaulding
DSN 558-3034 (334-255-3034)
robert.spaulding@safetycenter.army.mil

