

From the DASAF

We're losing Soldiers to needless accidents throughout our Army. I believe in every instance, there is an individual that could make a difference and change the conditions leading to an accident. How do we know when to intercede and achieve success in protecting our force? How will we know in what manner to interject our commitment to never leave a fallen comrade? The answer is through transformation.

Transformation! It's a word you've heard parlayed back and forth over the last four years. Have you ever given any thought to what it means outside of changes in our formations? As a professional Soldier charged with leading our Nation's sons and daughters, it's worth taking a minute to discuss how we, as leaders, can best embrace transformation.

Transformation is a triad involving leaders, forces and institutions and is paramount to achieving the Army Vision. As you well know, our Army is executing the largest reorganization of our forces since World War II. The goal is to provide combat commanders a campaign-quality Army with joint and expeditionary capabilities while maintaining the quality of the all-volunteer force.

I propose to you that transformation is far more than an equipment change. I further contend that transformation is more than buying bigger, smarter, faster tools and toys for Soldiers to employ to defeat a threat. While the changes in our forces and institutions are significant in scope and breadth, they pale when compared to the positive impacts leaders can achieve.

We are realigning our forces across our formations to place key elements of our combat power in the hands of brigade combat team commanders. While this gives us a more adaptable and flexible force, how can leaders likewise transform to increase their flexibility and effectiveness? How can we use the culture changes at the heart of transformation to get us there? The truth is, while the

changes in our cultural thinking have us on solid footing for a successful future, we still have miles to go.

In our not too distant past, safety was considered the sixth paragraph of a five-paragraph operations order. Safety professionals were seen as the ever-present *safety police* in our formations, ensuring we all embraced the correct way of doing things. Do you remember those days? Do those stereotypes still seem in the past?

Reading our Preliminary Loss Reports (PLRs), it becomes painfully obvious we need further transformation in the thinking of our leaders. Let me provide several PLR examples. As we look at these, let's *peel the onion* and examine how an engaged leader could have saved the life of a Soldier.

PLR 07-013: A Soldier was killed in a single-vehicle crash on Nov. 4, 2006, at 0250 local. The 22-year-old PFC was driving a pickup truck with a fellow Soldier, traveling at a high rate of speed. The PFC lost control of the vehicle, ran off the road and rolled several times before coming to stop in a ditch. The PFC was not wearing a seat belt and during the accident sequence was thrown from the vehicle and fatally injured. The passenger, who was wearing a seat belt, was treated and released.

What can we learn? Did this PFC know that trucks don't handle like sports cars? Did the PFC know that turning the steering wheel at a high rate of speed could send his vehicle out of control? Who knew the 22-year-old would be driving at 0250 hours? Why did the passenger display a semblance of good judgment by buckling up, but not encourage his/her comrade to do the same?

Aren't we all leaders? In our organization, when two privates are together one of them is in charge and serves as the leader. Do we have the guts to engage and lead? What about a culture change that says, "When we see something wrong, we make the appropriate corrections?" A transformed Army is one that is self-synchronizing and always looking and

examining to make changes that will improve its capabilities. A transformed Army is one where every member is a contributing piece, helping to improve the effectiveness of the whole force.

Here's another PLR!

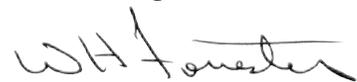
PLR 07-007: Two Soldiers were killed on Oct. 14, 2006, at approximately 2205 local in a pedestrian accident. The 21-year-old PFC and 22-year-old SPC were attending a private barbeque near a railroad station. They had been consuming alcohol and, later in the evening, wandered too close to the train tracks. The driver of an approaching train sounded a warning signal and tried to brake, but both Soldiers were struck and killed.

Is the buddy system really an opportunity to provide an additional force protection measure, or simply the chance to have an eyewitness or another Soldier involved in the accident? When is a comrade a *fallen comrade*? The statistics we have show us that a teammate is a fallen comrade in far more situations than being wounded in combat. Fallen comrades encompass those who are tired, intoxicated, medically impaired, sexually assaulted, depressed or who, for other reasons, are at a heightened risk.

As leaders, we must continue the Army's transformation, including how we deal with our Soldiers to take full advantage of all that each and every one brings to the fight—and the fight is not just in OIF or OEF. We are losing Soldiers every 26 hours in combat, but when we take a holistic view of our fatalities—combat and non-combat—we find a Soldier dies every 10 hours. Where is the greatest risk?

We save lives through "Engaged Leadership at Every Echelon." So, I challenge each of you to *get engaged* and make a difference. ☆

**Leading on the edge
– Own the Edge.**



William H. Forrester
Brigadier General, USA
Commanding

FY06: A Better Year

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Editor's Note: The statistics cited in this article are current from the U.S. Army Combat Readiness Center database as of Nov. 9, 2006. Delayed reports and follow-up details on preliminary reports could change the statistics and findings somewhat in the coming months.

Another fiscal year has ended, and it's time to see how the Army did regarding ground accidents. Although we're still engaged in the Global War on Terror, it's important to check our progress and ensure we're taking action to prevent accidental losses. Overall, the Army successfully reduced accidental losses from fiscal 2005 to fiscal 2006 across all major ground accident categories.

The Army experienced 1,923 Class A through C ground accidents in fiscal 2006, compared to 2,207 in fiscal 2005. Class A ground accidents and Army military fatalities decreased from 282 and 271 respectively in fiscal 2005 to 231 and 210 respectively in fiscal 2006. There were 1,209 Class A through C personnel injury accidents, representing 63 percent of the total. Of those accidents, 70 percent (849) occurred on duty. Army motor vehicle accidents accounted for 12 percent of all Army Class A through C accidents, with 240 total. Privately owned vehicle accidents comprised 19 percent of the total with 371 reported Class A through C accidents.

The picture changes when looking strictly at Army military

fatalities. Of those fatalities, POV accidents account for 59 percent of the total, with 123 Soldiers killed. Personnel injury accidents represent 20 percent (43) of this total, with 23 of these fatalities occurring on duty. AMV accidents account for 17 percent of total Army military fatalities, with 35 Soldiers killed in these type accidents.



On-duty Personnel Injury

On-duty accidents accounted for 70 percent (849) of the Class A through C PI total and 24 of the Class A accidents during fiscal 2006. This total was down from 960 Class A through C accidents and 33 Class A accidents in fiscal 2005, and Army military fatalities decreased from 28 to 23 for the same timeframe. In addition to the 23 fatalities, 820 non-fatal injuries resulted from PI accidents. (Non-fatal injuries are injuries resulting in at least one lost workday or permanent partial/

permanent total disabilities.) There were 270 Class A through C PI accidents that occurred on duty during Operations Iraqi or Enduring Freedom.

The most frequent activities being performed in these PI accidents include physical training (running, jogging, marches or confidence course), 21 percent; parachuting, 20 percent; human movement (walking, entering or exiting vehicles), 11 percent; maintenance, repair or servicing activities, 11 percent; and combat soldiering (patrolling, scouting, reconnoitering, scouting, hand-to-hand combat), nine percent. Of the 23 Army military fatalities in on-duty PI accidents, physical training activities accounted for seven fatalities and negligent discharges accounted for five fatalities.

There were 31 on-duty PI accidents involving negligent discharges, resulting in five Army military fatalities and 29 non-fatal injuries. Of these negligent discharge accidents, 25 occurred during OIF or OEF. Handguns and rifles were the weapons most frequently involved in negligent discharge accidents, and all but one of these incidents involved government weapons.

Army Motor Vehicle

Accidents involving AMVs accounted for 12 percent (240) of the Class A through C accidents and 17 percent (39) of the Class A accidents during fiscal 2006. These incidents resulted in 35 Army military fatalities and 168

non-fatal injuries. This total is significantly less than the 356 Class A through C accidents and 51 Army military fatalities reported in fiscal 2005.

Most of the fiscal 2006 AMV accidents—178, or 74 percent—involved tactical vehicles, with the HMMWV being the most frequently reported accident vehicle at 43 percent (104). Accidents involving HMMWVs were responsible for 26 Army military fatalities and 81 non-fatal injuries, and 84 of these accidents and 22 fatalities occurred during OIF or OEF. The M1114 HMMWV accounted for 64 of the 104 HMMWV accidents and 14 of the 26 Army military fatalities. Class A through C HMMWV accidents, including rollovers, and resulting Army military fatalities decreased from fiscal 2005 to fiscal 2006.

Army Combat Vehicle

Two percent (34) of Class A through C accidents were attributed to ACVs in fiscal 2006, down from 74 Class A through C accidents in fiscal 2005. Three percent of the Class A accidents involved AVCs, resulting in seven separate accidents, four Army military fatalities and 14 non-fatal injuries. The

two vehicles most frequently involved were the Stryker and Bradley Fighting Vehicles, with 10 and nine accidents reported respectively. All four of the ACV Army military fatalities and 28 of the 34 ACV accidents occurred during OIF or OEF.

Explosive and fire accidents

Explosive and fire accidents accounted for 1 percent of all Class A through C accidents with 21 reported incidents in fiscal 2006, of which five were Class As. There were 15 fires and six explosive accidents during this period, resulting in four Army military fatalities, two Department of Defense contract personnel fatalities and 12 non-fatal injuries.

Three Soldiers died as a result of fires: one in a tent fire, one in a house fire, and one due to injuries suffered while using a flammable liquid to burn rubbish in his yard. Explosive accidents caused three fatalities (one military and two Department of Defense contract personnel) and multiple injuries. One Soldier died and four were injured after an 81 mm high explosive round detonated in a mortar tube. Two contract personnel were killed and another two

were injured during a separate accident that occurred during explosives density testing. That explosion also destroyed the building where the testing was taking place.

Conclusion

Overall, a review of accident data for fiscal 2006 shows a good news story. We've improved in all major accident categories and engaged leaders and Soldiers are making a difference. But there's still a lot of work to be done as the Army continues to lose Soldiers and equipment to accidents. The continued engagement of leaders and Soldiers who integrate Composite Risk Management into their on- and off-duty activities will reduce accidents even further. The U.S. Army Combat Readiness Center has developed a number of easily accessible and user-friendly tools to help Soldiers and leaders manage risk. Find them on the USACRC Web site at <https://crc.army.mil> and let's make fiscal 2007 an even safer and more successful year! 

FY06 Roll Call

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At the beginning of each fiscal year, Countermeasure runs a “roll call” of Soldiers killed in accidents the year before. The roll call for fiscal 2006 includes only those Soldiers and Department of the Army civilians and contractors that died in ground tactical accidents—privately owned vehicle and off-duty fatalities are excluded. However, these statistics by themselves are sobering: 62 Class A ground accidents resulting in 65 Soldier fatalities, two Soldier permanent total disabilities, three civilian fatalities and three contractor fatalities. In addition, one Army recruiting applicant died in a government vehicle being driven by an on-duty Soldier.

How do these numbers affect readiness throughout not only the Army, but the military as a whole? Think about it—73 personnel gone from the fight forever in a single year alone, lost to accidents that, for the most part, were preventable. Any number of factors could’ve saved many of these men and women: better situational awareness, better communication, better standards enforcement, the single click of a seat belt. But now, it’s not about what should’ve been done—it’s about doing it right in the future.

M9, Iraq: Soldier was killed when he put his M9 pistol under his chin and pulled the trigger,

firing the round through the top of his head. Another Soldier noticed a magazine in the deceased Soldier’s weapon just before the accident and asked him if the pistol was loaded. The incident was attributed to the deceased Soldier’s overconfidence the weapon was clear. The accident occurred during the mid-morning.

M1114, Iraq: Two Soldiers suffered fatal injuries when their M1114 hit a pothole, struck a civilian vehicle and rolled over. The Soldiers were serving as the HMMWV’s gunner and vehicle commander. Restraint system use by the two deceased Soldiers was not reported, but the HMMWV’s driver was wearing his seatbelt and was not injured. The accident occurred during the early morning.

AMV Truck, United States: A Department of the Army civilian was killed when the Army truck he was driving rolled over. The DAC reportedly steered the vehicle off the roadway, overcorrected and lost control, causing the truck, which was towing a 25,000-pound drilling rig, to overturn. Seat belt use was not reported. The accident occurred during the mid-morning.

Dismounted Operations, Iraq: Soldier was killed when he was struck by a speeding SUV. The Soldier was providing security along a main supply route during an accident and was dismounted from his five-ton truck on the roadside. The SUV hit both the Soldier and the five-ton at an estimated 70 to 80 mph. The accident occurred during the early evening.

Personnel Injury, Iraq: Soldier choked at a dining facility and was pronounced dead at a local

hospital. Another Soldier performed the Heimlich maneuver when the deceased Soldier started choking but was unsuccessful. The accident occurred during the early evening.

M997, United States: Soldier was killed when the M997 he was driving rolled over. The driver, who was wearing his seat belt but not his helmet, lost control of the ambulance and hit a concrete median while traveling in a three-vehicle convoy. Injuries to other crewmembers were not reported. The accident occurred during the early afternoon.

Physical Training, United States: Soldier collapsed and died after he ran just over three miles during PT. CPR was performed, and the Soldier was transported to a local hospital where he was pronounced dead. The accident occurred during the mid-morning.

Dismounted Operations, Germany: Soldier was killed when he was struck by a civilian tractor-trailer. The Soldier was a passenger in an M931 that was sitting on the roadside because of mechanical problems. The Soldier was standing at the rear of the M931 when he was hit by the tractor-trailer. The driver of the M931 was not injured. The vehicle’s four-way hazard lights were on at the time of the accident, which occurred during the late evening.

Fratricide, Iraq: Soldier suffered a fatal gunshot wound from a friendly element. The Soldier was in an M1114 HMMWV in an unfamiliar area after dark when his element mistook the friendly element for hostile forces. The two elements opened fire, at which time the deceased Soldier was struck in his left lung and

shoulder. Three other Soldiers suffered unspecified injuries. The Soldiers reportedly were wearing their required PPE. The accident occurred during the mid-evening.

M1114 HMMWV, Iraq:

Soldier died when the M1114 HMMWV he was riding in rolled over. A civilian vehicle ran a stop sign and pulled in front of the HMMWV just before the accident. The HMMWV's driver, a U.S. Air Force Airman, lost control while attempting to avoid the civilian truck. The vehicle was exceeding the command-directed convoy speed at the time of the accident. Besides the deceased Soldier, the vehicle's driver and two other Air Force personnel were ejected, but the degree of their injuries is unknown. The accident occurred during the early afternoon.

M923A2, United States: Soldier suffered fatal injuries when the M923A2 he was driving rolled over. The truck was part of an 11-vehicle convoy on an interstate highway. The driver lost control as the vehicle was traveling downhill on a curve. The road was wet from a rain shower, and the vehicle fishtailed after hitting a slick spot. The truck struck an embankment and overturned, ejecting the driver. Another M923A2 directly behind the accident vehicle hit the same slick spot, spun around twice and came to rest in a ditch. The accident occurred during the late afternoon.

M1088, Iraq: Two Soldiers were killed when their M1088 was involved in a multi-vehicle collision. The truck was towing an M967 5,000-gallon bulk fuel tanker as the fifth vehicle in an 18-vehicle convoy. The convoy slowed due to road conditions, but the fourth vehicle, also an M1088 towing an M967 tanker, did not stop in time

and hit the vehicle to its front. The fifth vehicle then struck the fourth vehicle, causing the fuel tanker to explode. The fourth and fifth vehicles subsequently caught fire. The Soldiers from the third and fourth vehicles escaped without injury. The Soldiers in the fifth vehicle were trapped inside the truck and suffered fatal burns. The accident occurred during the early morning.

Stryker, Iraq: Soldier suffered fatal head injuries when the Stryker he was riding in rolled over. The Stryker was part of a three-vehicle convoy when one of its rear wheels came off, causing the vehicle to overturn. The deceased Soldier was serving as the vehicle commander. Three other passengers were injured. The accident occurred during the mid-morning.

M998, Kuwait: A Department of the Army contractor was killed when the M998 HMMWV he was driving was struck by a civilian water truck. The contractor turned the HMMWV in front of the water truck, which could not stop in time to avoid the impact. The water truck hit the HMMWV on the driver's side. The accident occurred during the mid-morning.

M998, Iraq: One Soldier died and two Soldiers were injured when their M998 HMMWV rolled over during convoy operations. The vehicle overturned after the driver failed to negotiate a turn. The deceased Soldier was serving as the vehicle's gunner and was pronounced dead at a combat support hospital. None of the Soldiers were wearing seat belts. The accident occurred during the mid-morning.

Personnel Injury, Kuwait: One Soldier suffered fatal head injuries

and 19 others were injured when the bus they were riding in rolled over while making a turn. The bus was being driven by a local national contractor who failed to slow down during the turn. Seat belts were not available on the bus. The accident occurred during the mid-morning.

Parachute, United States:

Soldier suffered a fatal head injury during an Airborne jump. After the Soldier landed at the drop zone, a wind gust caught his parachute and dragged him about 400 feet across the ground. The Soldier was evacuated to a trauma center where he died the next day. He was wearing his helmet. The accident occurred during the mid-afternoon.

Fratricide, Iraq: Two Soldiers suffered fatal gunshot wounds during a friendly fire incident. The Soldiers were part of a dismounted platoon patrol that was attempting to evacuate the area following a hostile engagement. The accident occurred during the late afternoon.

M1025, Iraq: Three Soldiers were killed when their M1025 HMMWV struck an overpass pillar. The vehicle's driver veered off the roadway's right side just before impact. The three Soldiers were pronounced dead at the scene. Initial reports indicate speed and fatigue were contributing factors. The accident occurred during the mid-afternoon.

Fall, Iraq: Soldier died after falling 15 feet from a guard tower. The Soldier was pulling security in the tower and apparently lost his footing while throwing garbage to the ground. The wood used at the trap door's opening was found on the ground to the left side of the door. The accident occurred during the mid-morning.

SUV, United States: One Soldier was killed and three others were injured when the vehicle they were riding in overturned on an interstate highway. The Soldiers were making an equipment run in support of hurricane relief efforts when a dump truck entered their lane and forced their small SUV off the road. The vehicle struck an embankment and rolled over. The deceased Soldier was sitting in the SUV's backseat and was ejected. The SUV's driver was treated and released, and the two remaining Soldiers were hospitalized. The accident occurred during the early afternoon.

M1114, Afghanistan: Soldier suffered fatal head injuries when he was thrown from the M1114 HMMWV he was riding in. A civilian vehicle merged into the HMMWV's lane during convoy operations. The M1114's driver swerved to avoid hitting the civilian vehicle, but the truck veered off the roadway and rolled over. The deceased Soldier was serving as the vehicle's gunner and was ejected when the vehicle overturned. The accident occurred during the mid-morning.

Physical Training, United States: Soldier collapsed and died while running during PT. The Soldier was running on a road adjacent to a U.S. Air Force base when he collapsed and was found by another Soldier, who then called for help. The Soldier was pronounced dead at a local hospital. The accident occurred during the early morning.

Physical Training, United States: Soldier collapsed and died while participating in a company PT run. The Soldier was transported to a local hospital where he was pronounced dead. The accident occurred during the mid-morning.

M1114, Iraq: Two Soldiers were

killed when the M1114 HMMWV they were riding in was struck by a civilian dump truck. The Soldiers were serving as the HMMWV's gunner and vehicle commander during a convoy escort mission. Additional injuries and seat belt use were not reported. The accident occurred during the mid-morning.

M1114, Iraq: Soldier died when the M1114 HMMWV he was driving struck an M1A2 tank and rolled over. The driver was operating the vehicle under night vision devices in blackout drive when it hit the tank. Two passengers inside the HMMWV were injured. Injuries to the Soldiers inside the tank and seat belt use in both vehicles were not reported. The accident occurred during the mid-evening.

M1114, Iraq: Soldier suffered fatal injuries when the M1114 HMMWV he was riding in struck a civilian vehicle head-on at an intersection. The Soldier was serving as the vehicle's gunner and was thrown from the HMMWV upon impact. Four local nationals inside the civilian vehicle also were killed. The accident occurred during the mid-afternoon.

M4, United States: Soldier suffered a fatal gunshot wound to his head following live-fire training. The Soldier was in the bivouac area following the exercise when another Soldier pointed an M4 rifle at him and fired the weapon. The accident occurred during the early evening.

Physical Training, United States: Soldier collapsed and died while conducting an individual three-mile PT run. Although lifesaving measures were performed immediately, the Soldier was pronounced dead at a local hospital. The accident occurred during the early morning.

M1114, Iraq: Soldier suffered a permanent total disability when the M1114 HMMWV he was riding in rolled over. The HMMWV was providing convoy security when it hit a wet spot on the roadway, slid sideways and overturned. The Soldier was serving as the vehicle commander. The driver suffered unspecified back injuries. Neither the nature of the vehicle commander's injuries nor seat belt use was reported. The accident occurred during the mid-morning.

M1114, Iraq: Soldier died when the M1114 HMMWV he was riding in struck a concrete barrier and rolled over during a combat patrol mission. The Soldier was serving as the vehicle's gunner. The HMMWV's driver and one foreign national interpreter were injured. The accident occurred during the late afternoon.

M1114, Iraq: Soldier was killed when the M1114 HMMWV he was riding in rolled over into a canal during a combat patrol mission. The Soldier was serving as the vehicle's gunner when the HMMWV began sliding and overturned into the canal. The Soldier was pinned beneath the vehicle and drowned. Injuries to other vehicle crewmembers were not reported. The accident occurred during the mid-morning.

Fire, Iraq: Soldier was killed when the tent he was sleeping in caught fire. The Soldier suffered second- and third-degree burns to more than 70 percent of his body and died on the way to a local medical facility. The accident occurred during the early morning.

Personnel Injury, United States: Soldier suffered a fatal head injury during a combative training exercise. The Soldier fell backward and struck his head on the ground

mat after taking a punch from his sparring partner. The Soldier died two days later at a local hospital. He was wearing all appropriate personal protective equipment including headgear. The accident occurred during the mid-afternoon.

Physical Training, Korea:

Soldier died after complaining of chest pains while playing basketball during a unit PT event. The accident occurred during the mid-morning.

81 mm Mortar, United States:

One Soldier was killed and four others were injured when an 81 mm high explosive round detonated in the tube. The Soldiers were participating in a field training exercise live-fire iteration and were inside the mortar pit when the round exploded. The degree of injury to the surviving Soldiers was not reported. The accident occurred during the late afternoon.

Fratricide, Afghanistan:

Soldier was killed by a friendly element during an enemy combat engagement. The Soldier and a foreign service member suffered fatal gunshot wounds during the incident. One other Soldier and three additional foreign service members were injured. The accident occurred during the early morning.

M1114, Afghanistan: Soldier suffered head injuries resulting in a permanent total disability when the M1114 HMMWV he was riding in was hit by a truck traveling down the roadway's center. The "dingle," or cargo, truck was being driven by a local national. The Soldier was serving as the vehicle commander. No other injuries were reported. The accident occurred during the late morning.

M998, United States: Soldier was killed when the M998 HMMWV he was riding in rolled over on a tank trail during a training mission.

The Soldier was serving as the vehicle commander and was not wearing his seat belt. The vehicle's driver suffered head and shoulder injuries. Both Soldiers were ejected from the vehicle. The accident occurred during the early morning.

Government Operated

Vehicle, United States: A Soldier suffered minor injuries and a recruiting applicant was killed when their GOV hit an overpass guard rail and overturned onto an access road below. The Soldier was driving the applicant, who was ejected from the vehicle, home. Seat belt use by the Soldier was not reported. The accident occurred during the late afternoon.

M35A3, United States: Soldier was killed when the M35A3 cargo truck he was riding in overturned after hitting a dirt berm on a curve. The vehicle caught fire after the accident. Neither the nature of the Soldier's injuries nor injuries to other Soldiers in the vehicle were reported. The accident occurred during the mid-morning.

Personnel Injury, Iraq: Soldier suffered fatal injuries when he was struck in the neck by a snapped chain. The Soldier was part of a group attempting to free a contractor truck that was stuck in loose gravel. The Soldiers connected two trucks with chains to the stuck truck, but one of the chains broke when the two vehicles began moving forward. The Soldier received first aid from medics on site and was transferred to a local hospital where he later died. The accident occurred during the early afternoon.

Physical Training, Iraq:

Soldier collapsed and stopped breathing while lifting weights at a gym. He was pronounced dead at the local combat support hospital. The accident occurred

during the late evening.

Physical Training, United States: Soldier collapsed during the Army Physical Fitness Test and later died at a local hospital. The accident occurred during the early afternoon.

M2 Machine Gun, United States: Soldier was killed when an M2 .50 caliber machine gun discharged into his right hip. The Soldier was placing the M2 in a HMMWV when it became stuck. The Soldier then pushed the weapon with his hip, at which time it discharged. One other Soldier was struck by the round, and two additional Soldiers suffered minor injuries from shrapnel. The deceased Soldier died at a local hospital. The accident occurred during the mid-morning.

Electrocution, Korea: Four Soldiers were electrocuted, one fatally, when high winds blew the tent they were erecting over on a set of electrical wires. The deceased Soldier died at the scene, and the three other Soldiers were hospitalized for their injuries. The accident occurred during the late afternoon.

Explosion, United States: Two Army contractors were killed and another two contractors were injured when an explosion occurred at an ammunition plant. The contractors were conducting explosives density testing at the time of the explosion. The degree of injury to the two surviving contractors was not reported. One building also was destroyed in the accident, and surrounding structures were damaged. The accident occurred during the late morning.

Five-ton Truck, United States: Soldier was killed when the five-ton truck he was driving rolled

over. The vehicle was part of a convoy returning from an annual training exercise when it left the roadway, hit a cement barrier and overturned. The Soldier was thrown from the truck, which came to rest on top of him, and was pronounced dead at the scene. No other injuries were reported. The accident occurred during the mid-afternoon.

M1025, United States: Two Soldiers died and two were injured when their M1025 HMMWV was rear-ended by a civilian tractor-trailer. The four Soldiers had completed a training exercise and were traveling to their barracks when the truck hit the HMMWV, which ran off the road and overturned several times. All four Soldiers were wearing their seat belts and helmets, and the driver was traveling at an estimated 50 to 55 mph in a 65 mph zone with clear road conditions. The Soldiers sitting in the front and backseat passenger positions were ejected clear of the vehicle when their seatbelts sheared at the attachment points; both suffered moderate injuries and are expected to recover fully. The driver and driver-side backseat passenger remained inside the HMMWV and were killed during the rollover. The accident occurred during the late evening.

M998, United States: Soldier died when the M998 HMMWV he was riding in rolled over on a tank trail. The crew was supporting a live-fire training exercise and the deceased Soldier, who was ejected, was serving as the vehicle commander at the time of the accident. Injuries to the other crewmembers were not reported. The accident occurred during the early morning.

M1114, Iraq: Soldier was killed when the M1114 HMMWV he was riding in rolled over while maneuvering across a river

levee. The Soldier was serving as the vehicle's gunner. Injuries to other crewmembers were not reported. The accident occurred during the mid-afternoon.

Pickup Truck, United States: Two National Guard civilians were killed when the GSA pickup truck they were riding in rolled over several times on an interstate highway. The civilians were in the truck's backseat and were not wearing seat belts. One civilian was thrown from the vehicle, and the other was pinned inside. Two Soldiers, the driver and front seat passenger, were wearing their seat belts and suffered minor injuries. The driver lost control of the truck after falling asleep at the wheel. The accident occurred during the mid-morning.

M4, United States: Soldier suffered a fatal gunshot wound to his torso during a day live-fire training iteration. The 5.56 mm round was fired from an M4 being handled by another Soldier. Neither Soldier was wearing their personal protective equipment. The accident occurred during the mid-morning.

M1114, Iraq: Soldier died one week after the M1114 HMMWV he was riding in rolled over into a canal. The HMMWV fell into the canal after the road it was traveling on gave way beneath the vehicle. Two other Soldiers in the HMMWV suffered injuries associated with near drowning. The deceased Soldier was serving as the vehicle commander and was submerged for four to six minutes. The accident occurred during the late afternoon.

Physical Training, Germany: Soldier collapsed and died during physical training. He was pronounced dead at a local hospital. The accident occurred during the mid-morning.

M1114, Iraq: Soldier was killed when the M1114 HMMWV he was riding in rolled over into a canal. The HMMWV was serving as an escort vehicle when the driver turned onto a narrow road bordered by the canal on both sides. The HMMWV slid off the roadway and flipped into the canal during the turn, trapping the Soldier beneath the water. The Soldier was serving as the vehicle commander. The accident occurred during the mid-evening.

M2A3, Iraq: Two Soldiers were killed when their Bradley Fighting Vehicle rolled over into a canal. The vehicle was participating in a cordon and search mission on a dirt road above the canal when the ground beneath the vehicle collapsed. The BFV overturned into the water, and the two Soldiers were trapped inside and drowned. The accident occurred during the early morning.

M1114, Iraq: Soldier was killed when the M1114 HMMWV he was riding in rolled over during a logistics convoy. The HMMWV was traveling on a narrow, unimproved road in dusty conditions when a suspension failure caused the vehicle to spin 180 degrees and slide sideways into a 12-inch raised berm. The vehicle flipped when it struck the berm and came to rest on its roof, resulting in fatal injuries to the vehicle's gunner. The accident occurred during the mid-morning.

The U.S. Army Combat Readiness Center's Web site, <https://crc.army.mil>, features numerous interactive Army tools commanders and individual Soldiers can use to prevent these same accidents from happening again in their formations. For additional information on accident statistics, please contact the USACRC's Help Desk at (334) 255-1390, DSN 558-1390 or by e-mail at helpdesk@crc.army.mil. 

ARAP The Inside Look One Year Later

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On Oct. 5, 2006, the Army Readiness Assessment Program celebrated its one-year anniversary. ARAP is a successful program used by battalion commanders to gauge the safety climate within their organizations.

This past February the secretary of the Army, Honorable Francis J. Harvey, and the Army chief of staff, GEN Peter J. Schoomaker, signed a letter mandating all battalion commanders enroll in ARAP within the first 90 days of taking command and again after completing 12 to 13 months of command. Why does the Army's leadership have such a vested interest in ARAP? Well, simply put, they see the immediate benefits battalion commanders can glean from a program that provides critical information that can prevent accidents, change the culture and contribute to the overall success of the unit.

Personnel within these battalions who take the assessment appreciate ARAP because of the anonymity it offers. ARAP gives individuals the opportunity to tell their battalion commanders about things that are going well within the unit as well as discuss what's not going as well without fear of retribution. Commanders like ARAP because it gives an immediate indicator as to how well their unit is performing and its likelihood of having a severe mishap that results in loss of life or property.

Such mishap indicators aren't all

ARAP has to offer, however. Expert USACRC staff members also outbrief and provide leaders with tools that have proven effective in mitigating mishaps. And that's important, considering units scoring in the bottom 25 percent are four times more likely than the top 25 percent to experience a Class A mishap. Additionally, data show the cost of lost equipment in these units is 14 times greater than units scoring in the top 25 percent.

Another reason battalion commanders like ARAP is the mitigation process embedded in the program. Once a commander has been outbriefed, he is required to backbrief his higher commander. This step informs the higher commander of the unit's status and also involves them in the process, allowing them to apply resources and guidance as needed.

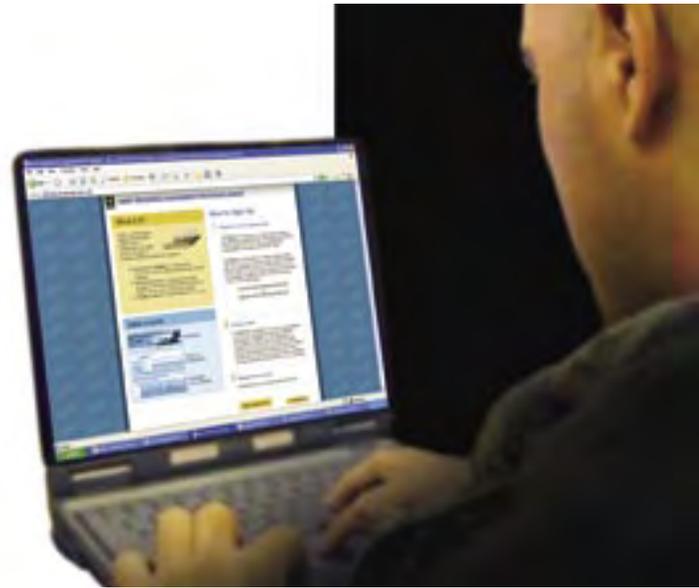
Since the inception of ARAP, more than 1,286 battalion commanders have registered for the assessment. This equates to more than 417,470 service members registered in the program, with completed assessments totaling 414 (32.19 percent) of the 1,286 units

in ARAP—359 active battalions, 53 Reserve, and two National Guard units.

Comments from the field

An e-mail is sent automatically to the commander approximately three weeks after a battalion commander has been outbriefed. The following questions are asked in the e-mail:

1. What did the assessment highlight about my unit that



I didn't already know?

2. What did I think I knew and did the survey confirm it?

3. What action did you take due to the information you received from ARAP?

4. I was able to apply the following services and tools from the USACRC ...

Listed below are sample responses received from the field:

- LTC, Aviation battalion: "The assessment highlighted the fact that our leaders were not providing command guidance down to the lowest levels. Many Soldiers indicated they were not provided intelligence updates, and they were not being briefed on current operations. That made us dig deeper to determine what else was not making it all the way down the chain, and we implemented checks to ensure this was corrected.

"At the time of the survey, we had

ARAP is a 63-question assessment that assesses the safety climate in an organization by looking at five focus areas:

Process Auditing—Identifies hazards and corrects problems

Reward Systems—Assesses the unit's program of rewards and discipline to reinforce proper behavior and correct risky behavior

Quality Control—Places emphasis on high standards of performance

Risk Management—Assesses health of the unit processes

Command and Control—Assesses leadership, communications and policies as they relate to Composite Risk Management

just lost an aircrew to surface-to-air fire. The survey confirmed that our pilots had great consternation to operate during daylight hours until we received the necessary aircraft survivability equipment to defeat these missiles. We adjusted our tactics, techniques and procedures until the ASE was installed a few months later.”

• LTC, Aviation battalion: “Thank you for the professional outbriefing today and for squeezing me into your schedule. I find the results to be very useful and look forward to digging through them over the weekend. My assault aviation battalion activated only five months ago, and we have been running with scissors all summer. The results of this survey are very timely in that it is time for us to take our safety program to the next level. We deploy to Operation Iraqi Freedom next week and will push down the results and actions to get better as part of our RSOI in Kuwait.”

• LTC, Aviation battalion: “This is a lot more than I thought I would receive—an eye opener! It seems our OPTEMPO has greatly affected the service members.”

• LTC, Aviation regiment: “This is the best assessment program I have seen yet in my career.”

• LTC, Special Troops battalion: “This is good stuff, a great product. It gives me a much better understanding of my organization and areas we should address. I appreciate the products and services provided.”

• COL, Installation Management Agency: “Whoever is responsible for this program, I think they hit a homerun. The feedback is terrific, it’s the best I’ve seen yet as it compares to other assessments.”

• COL, U.S. Army Reserve: “This was a very enlightening program. I am totally impressed with the depth and insight gained from this survey. Frankly, I didn’t know this survey provided this much information and excellent areas for improvement. Thank you!”

• LTC, Aviation battalion: “The Army should put up or shut up.

Why don’t we have an MTOE/TDA safety officer in every battalion-level organization? This should be a sought-after position, a volunteer duty, desired, career-enhancing, career progression and school-trained.”

• LTC, Air Defense Artillery battalion: “Great program, looking forward to reviewing the data and identifying areas to address.”

• LTC, Military Police battalion: “Thanks, this is a lot of information that I’ve been waiting for and we will take the time to digest and then disseminate the information to the companies. The shell brief provides a definite framework and direction to present this information.”

• LTC, Armored Cavalry: “The ARAP program is great. I’ve taken some of the suggestions in the courses of action from what we discussed and applied them to the squadron during my gunnery density, which I just completed. I will do the same for my field training exercise next month. The COAs helped me improve #50 and the questions associated with that one.”

• LTC, Intelligence battalion: “As the commander, this looks very good, very powerful, very useful and very valuable.”

• COL, Installation Management Agency: “This is very good, very powerful, and I see it being very useful. There is more here than I expected.”

• O6-level commander: “Procedures you have set in place to maintain the anonymity of the Soldiers, as backbriefed to me, lead me to believe we are getting reliable feedback from the Soldiers.”

• LTC, Engineer battalion: “I’m looking forward to reviewing the data and analyzing my staff.”

For more information on ARAP or to schedule an assessment for your battalion, contact Mr. Sam Reynolds, ARAP Program Manager, at DSN 558-3901/9362 (334-255-3901/9362) or by e-mail at samuel.reynolds@crc.army.mil or arap@crc.army.mil.

ARAP Points to Remember

- All assessments are confidential. Only unit commanders or their designated representatives and the USACRC have access to results. A confidential debrief is conducted on a one-on-one basis between the commander and the USACRC.
- Assessments are predictive. Studies conducted by the U.S. Navy over the past six years show units in the survey’s lower spectrum have twice the number of fatalities and more than twice the number of Class A accidents.
- All assessments and users are anonymous.
- These assessments are a “free look” inside a unit. They allow commanders to take an honest look at their safety culture and evaluate CRM processes.
- The program is Web-based, quick and easy: <https://unitready.army.mil>.

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That's A Wrap

Dear Readers:

In our committed effort to continuously improve the value of our safety magazines and better serve our Soldiers and Army members, you'll see some changes in the U.S. Army Combat Readiness Center's publications in the near future. This issue of *Countermeasure* is the last you'll receive, but not to worry—tactical ground safety features still will be delivered to you each month in *Knowledge*, the USACRC's new monthly magazine. We've consolidated the information previously found in *Countermeasure*, *Flightfax* and *Impax* into a single magazine that highlights safety information pertaining to all career fields, ranks and missions, thereby allowing us to reach a larger audience of Soldiers than has been possible in the past. Don't worry about missing an issue; if you're already receiving *Countermeasure*, you'll automatically be added to the *Knowledge* distribution list.

Countermeasure has served the ground community as a valuable source of professional safety and accident prevention information since October 1979. We remain committed to you as we complete this consolidation and will continue to provide you with the high standards of information you've come to expect from our publications. Archived issues of *Countermeasure* will remain online for your use, and each issue of *Knowledge* will be posted to the USACRC Web site at <https://crc.army.mil> just as the previous magazines were in the past.

If you have comments or suggestions regarding the publications, please let us know. Your feedback helps us improve, and your combat readiness remains our primary concern. As you transform to meet the challenges of the Global War on Terror, we too are transforming to better serve you.

