

CRM

COUNTERMEASURE

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Leadership on a roll?



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EDGE

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Army Ground Composite Risk Management Information

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The U.S. Army Combat Readiness Center (USACRC) is playing a key role in the Army's transformation. When I came here 3 years ago, the then-Army Safety Center looked only at accidental losses. Increased operations in the Global War on Terrorism, however, have required leaders to look at the big picture and ask, "How do we keep combat power on the battlefield?"

To answer that question, we followed the strategy of former President Dwight D. Eisenhower, who said, "If a problem cannot be solved, enlarge it." We did that by looking beyond accidental losses to include those

resulting from combat and other causes such as suicide, homicide, and medical issues. We analyzed Armywide information collected on losses and determined the common factors or trends. The USACRC then developed a number of tools to find a solution to the Army's mounting losses.

As we began "connecting the dots," it became apparent we needed to transform our approach to safety. Instead of using the old compliance-based approach of simply telling Soldiers to be safe, we recognized we needed to tell them "why" and "how" to prevent accidents. The why reflected their value as individuals and members



Information The Way Ahead



Leader engagement, command climate, and individual commitment will contribute to developing a culture that embraces safety on and off the battlefield.”



of the Army team. As for the how, we're teaching Soldiers to manage risk through the use of Composite Risk Management (CRM). Soldiers live on the narrow edge dividing safety from tragedy, whether they're in a HMMWV in combat or in a privately owned vehicle (POV) on the highway. Wherever Soldiers are, we want them to reduce risk and own the edge by using CRM.

This transformed approach to safety has helped the Army make huge progress in reducing losses. For example, POV crashes accounted for about 75 percent of our accidental fatalities 3 years ago. Today, those losses have dropped significantly due in large part to Soldiers and

their leaders using CRM.

Our mission is to help people manage risk through a variety of tools available to every Soldier. One successful program is the Army Safety Management Information System-2 (ASMIS-2), an online tool that pairs Soldiers with their supervisors to mitigate risks associated with long POV trips. ASMIS-2 helps them recognize hazards posed by weather, road conditions, and vehicle type to reduce the likelihood of an accident on the highway. Of the 1.2 million assessments completed, the Army has lost only four Soldiers—two passengers and two drivers.

However, risk constantly changes. Just as Soldiers

Coaching CRM

- Accident Reporting Automation System
- Army Safe Driver Training
- Army Readiness Assessment Program
- ASMIS-1 Air, Ground
- ASMIS-2 POV
- Aviation Safety Training Division
- Loss Reporting Automated System
- Career Program-12
- Commander's Corner
- Composite Risk Management Integration
- CR University
- USACRC Publications:
 - Countermeasure
 - Flightfax
 - Impax
- Got Risk? Posters
- Loss Reporting
- Motorcycle Mentorship Program
- Preliminary Loss Reports
- Risk Management Information System



shift their fire to meet new threats on the battlefield, we're shifting our focus to meet new and emerging hazards. But, we can't act alone. First-line supervisors are a fundamental component of any loss-reduction program and must be directly engaged in this strategy.

Leader accountability and involvement

The involvement of first-line supervisors is critical to reducing Army losses. Every leader is responsible for creating an environment where their personnel can be successful. As increasing numbers of junior leaders come on board, they must learn to effectively promote safety and also believe they can make a difference.

We owe this to our young Soldiers because history shows they're at greatest risk. They must recognize the increased risk they face and use CRM.

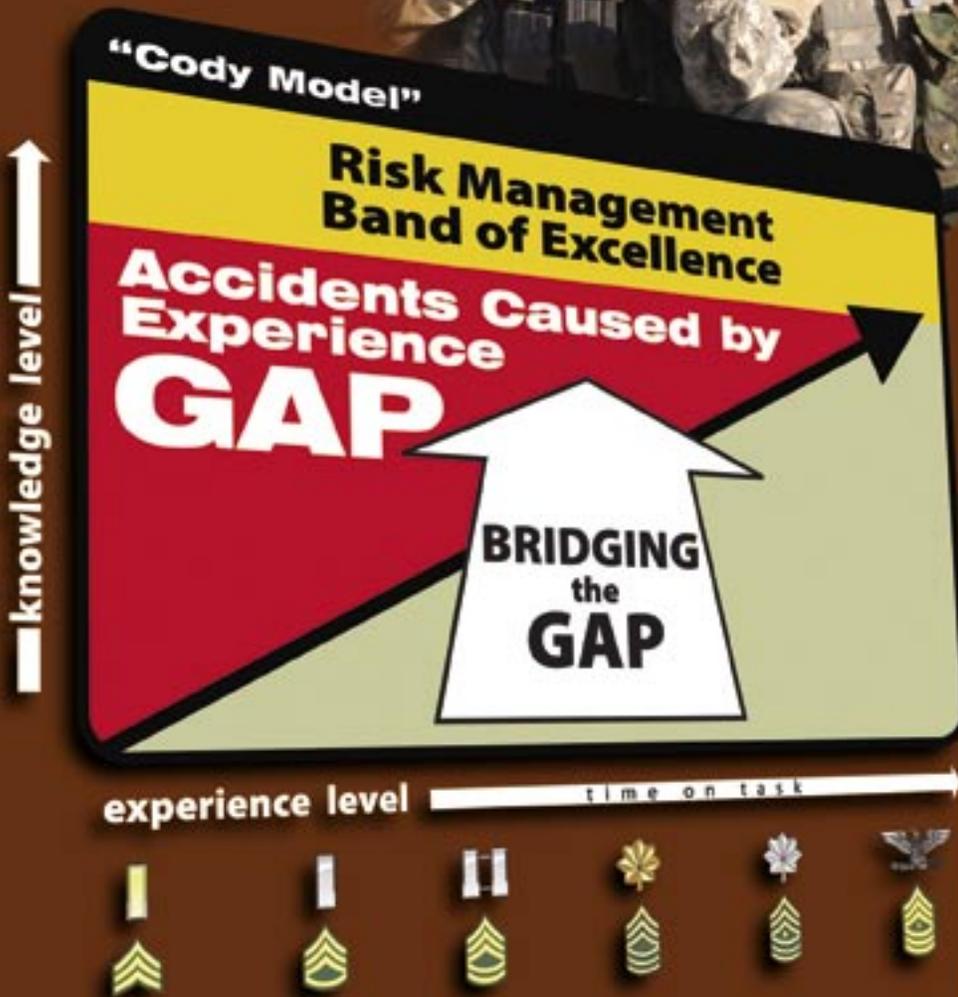
The "Cody Model" is a good starting point. This model shows how a lack of experience can hinder safety efforts. Experience can be gained only by spending time on the job. In the meantime, we must bridge this experience gap by sharing knowledge and information and using Army safety tools and concepts.

Big ships turn slowly

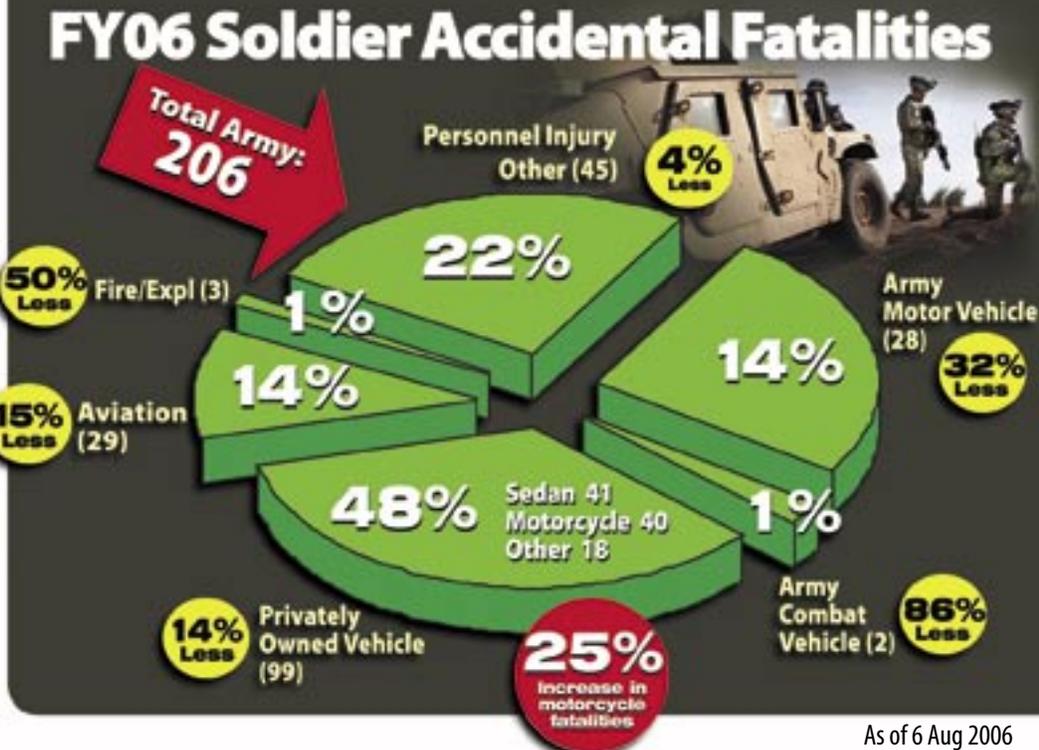
We're a million-man force with about 300,000 Soldiers deployed to more than 120 countries. According to GEN Peter J. Schoomaker, Chief of Staff, Army, it takes about 18 months to see noticeable change in an organization as large as ours. If you look at accident rates 18 months ago and where we now are in the process, he's absolutely on track. I predict Army accident rates will continue to drop during the next 6 months as more leaders and Soldiers actively engage in risk management.

Tempo and exposure

Since the attacks of 11 September 2001, our Army's operations tempo



(OPTEMPO) and risk exposure have increased greatly. Between those two, exposure is the main concern. It's one thing to drive a HMMWV in training at a CONUS location from point A to point B with no one shooting at you—that's OPTEMPO. It's another thing to drive the same distance or greater in theater at night with zero illumination and the enemy firing at you—that's exposure. It's hard to accurately measure exposure because it's subjective. Every new environment presents different hazards, OPTEMPO, and exposure to Soldiers. Therefore, Soldiers must remain aware of their surroundings to manage the ever-changing risks.



As of 6 Aug 2006

Tools for change

ASMIS-2 isn't the only program helping Soldiers and leaders manage risk. The Army Readiness Assessment Program is a Web-based initiative designed to help battalion commanders measure their organization's overall readiness. Additionally, the Loss Reporting Automated System allows Army losses to be reported quickly and easily. From that information, we do predictive analysis on fatalities, injuries, and near misses for quick turnaround to the field.

Another key initiative is the Motorcycle Mentorship Program (MMP). The MMP follows the warrior ethos of having experienced riders train and pass on their knowledge to less experienced riders. This is critical, considering the increase in motorcycle fatalities. Looking at the pie chart on this page, you can see every area is green except motorcycles. Motorcycle fatalities doubled from FY04 to FY05, and we've had a 22-percent increase this fiscal year.

Soldiers who've served in combat and survived the dangers of battle often see themselves as young and invincible. Once they return from combat, they feel safe and often fall prey to personal injuries. The increase in these type accidents is a warning that leaders must alert their Soldiers to the dangers they face away from combat. Friends and family also can engage Soldiers as soon as they return from deployment to help prevent them from taking needless risks.

The way ahead

Our Army's transformation is an evolving process that offers exciting results and we, like the rest of the Army, also are transforming. When I started this job, I thought safety involved a certain amount of luck. As I leave, I realize there's a lot more than fate involved in successfully carrying out our missions. Leader engagement, command climate, and individual commitment will contribute to developing a culture that embraces safety on and off the battlefield.

Each of you is critical to the fight. Whether you're an officer, enlisted, civilian, or contractor, your professionalism and dedication are second to none. Your commitment is without question, and your outstanding performance is what makes an inherently dangerous profession safer. I challenge you to know your enemies—both in combat and at home—and become an expert at managing risk. Your efforts are making a huge impact on our Army's ability to support our Nation in peacetime and at war. Thank you for what you do every day. ☆

BG Joe Smith
Director of Army Safety
CG, CRC

BG Smith served as the Director of Army Safety and Commander, U.S. Army Combat Readiness Center, from August 2003 to his retirement in August 2006 after 31 years of military service.

HMMWV Rollovers

S A M E O L D S T O

MSG DAVID PICKERELL
U.S. Army Reserve Command
Fort McPherson, GA

"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."



"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."

"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."

Do these scenarios sound familiar? The preceding paragraphs

appeared in the "Accident Briefs" section of the April 2006 *Countermeasure*, but the same types of accidents are occurring almost daily in theater. Fortunately, many of the Soldiers involved in these accidents live to tell their stories, but far too many have been taken from the fight for good. Since the beginning of Fiscal Year 2006, 44 HMMWV accidents that resulted



The NCO Creed

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative.

[[Mission accomplishment and maintaining the welfare of our Soldiers are listed as the two basic responsibilities of NCOs in the NCO Creed.]]



NAMETAG DEFILADE

Another problem associated with vehicle operations is the enforcement of nametag defilade in the gunner's position. Soldiers must not be allowed to ride too high in the gunner's position on HMMWVs or any other tactical vehicle. Most of the gunners killed in theater died because they couldn't get down in their HMMWV quickly enough during a rollover and either were thrown from or pinned under the vehicle.



in loss of life, permanent disabilities, lost workdays, or property damage were reported in the Army (statistics available as of 26 July 2006). This number includes 17 Class A accidents in which 18 Soldiers died.

Many Soldiers will tell you accidental deaths are a necessary part of accomplishing our combat missions. This statement couldn't be further from the truth—no preventable death, regardless its cause, is acceptable! Mission accomplishment and maintaining the welfare of our Soldiers are listed as the two basic responsibilities of NCOs in the NCO Creed. So, what can we

do to get our Soldiers out of this mindset and keep them safe?

Some leaders believe merely doing a risk assessment is their only responsibility in the risk management process. But it's not as simple as that. We must follow through and actually manage the risks we identified in the assessment, both tactical and accidental, to keep our Soldiers fit and ready.

Vehicle operations present unique hazards for Soldiers eager to complete their missions. One of those risks is speed, which is consistently identified as a contributing factor in most HMMWV accidents. It's extremely important we make sure our Soldiers don't drive too fast for conditions and understand the consequences if they get caught speeding

or are involved in an accident attributed to reckless driving.

Another problem associated with vehicle operations is the enforcement of nametag defilade in the gunner's position. Soldiers must not be allowed to ride too high in the gunner's position on HMMWVs or any other tactical vehicle. Most of the gunners killed in theater died because they couldn't get down in their HMMWV quickly enough during a rollover and either were thrown from or pinned under the vehicle.

Equipment storage in vehicles is also a concern. Unsecured equipment can hit and injure vehicle crewmembers and passengers during quick braking maneuvers or sharp turns. Every unit should have an established load plan for each of their vehicle types, and





all passengers should be briefed before heading outside the wire so they can easily find spare ammunition or medical kits.

We can't prevent every accident, so we must train our Soldiers on what to do when one occurs. A majority of fatal HMMWV accidents involve rollovers. This is a complicated problem because the armor we put on HMMWVs raises the vehicles' center of gravity, making them more prone to overturn during abrupt maneuvers. But accomplishing our missions without this armor isn't an option, so Soldiers must be proficient in rollover procedures. An upcoming edition of Training Circular 21-305, *Training Program for Wheeled Vehicle Accident Avoidance*, will incorporate



What's That You're Sittin

GARY GULLANS
System Safety Engineer
U.S. Army Combat Readiness Center

CSM Jeffrey Mellinger, Multi-National Force-Iraq (MNF-I), recently released a message to MNF-I leaders stating many Cooper Slings remain in Army vehicles in Iraq despite a Safety of Use Message (SOU) that mandates their removal. Released on 26 January 2006, SOU 06-012 from the Army Tank-Automotive and Armaments Command states, "Units are to

immediately stop procuring and installing the Cooper seat with restraint system, sold by Black Mountain Industries, or any other non-approved restraint in turret openings on all tactical vehicles." CSM Mellinger's message reinforced the requirement that all Cooper Slings be removed from Army vehicles and an approved Army gunner system installed in its place.

The SOU was published because Army tests conducted on one

version of the Cooper Sling showed the device did not prevent the gunner from being ejected out of the gunner's hatch during a rollover. In fact, the device actually prevented rapid entry into the vehicle crew compartment during rollover drills. The Cooper Sling also held the gunner to the top of the vehicle during rollover testing, which would result in fatal crushing injuries during a real-world rollover.

Leaders must be aware they accept the



DIRTY JOB?

Mike Rowe, host of the Discovery Channel's "Dirty Jobs" series, explores the dirt behind some of the toughest jobs Soldiers do every day in a series of recently produced Army public service announcements. Check them out today on the USACRC's Web site at <https://crc.army.mil/>.

rollover drills. Until that document is released, however, units should post and practice the procedures found in Army Training and Evaluation Program 19-100-DRILL, found on the Army Knowledge Online Web site at https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_b/pdf/artep19_100_10.pdf, or those found in Graphic Training Aids 55-03-030 and 55-

03-031, found on the USACRC Web site at <https://crc.army.mil> under the "Guidance" tab.

All Soldiers must be trained on and rehearse rollover procedures. This training should include a rehearsal of the unit's casualty evacuation plans and vehicle evacuation drills. Vehicle crew and convoy members must practice these drills until they become second nature; if they

don't have to think about what they're doing, their reaction times will be that much faster.

In closing, I ask all leaders to remember this tenet of the NCO Creed: "My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers." Vehicle operations are among the riskiest missions out there for our Soldiers today, but accidents don't have to be the cost of doing business. If you train and take care of your Soldiers, they'll ensure the missions are accomplished safely and successfully. Train as you fight and Own the Edge! 🚗

Contact the author by e-mail at david.pickerell@us.army.mil.

g On?

risks associated with unapproved equipment, including the Cooper Sling or any other commercial off-the-shelf item, when they allow its use within their formations. The office of the Program Manager-Tactical Vehicles (PM-TV) has been fielding an approved gunner's restraint system for the past several months under vendor part number 901-US-07001. If your unit hasn't received the approved restraint system, contact your logistics

area representative or MAJ James Dell'Olio in the PM-TV office at james.dellolio@us.army.mil.

The Cooper Sling might be comfortable to sit in for long periods of time, but a slightly sore rear end from using the authorized equipment is a good compromise to the alternative of death or serious injury! 🚗

Contact the author at (334) 255-3858, DSN 558-3858, or by e-mail at gary.gullans@us.army.mil.



Butt in a sling?

In fact, the device actually prevented rapid entry into the vehicle crew compartment during rollover drills. The Cooper Sling also held the gunner to the top of the vehicle during rollover testing, which would result in fatal crushing injuries during a real-world rollover.

During a recent Centralized Accident Investigation command outbrief, the senior commander present kept using the term “360-degree leadership.” He stated a leader must never allow his field of view to become constricted, either deliberately or inadvertently. As I thought about this, I drew parallels between 360-degree leadership and Composite Risk Management (CRM).

What is CRM?

CRM blends tactical, threat-based risks with accidental, hazard-based risks to create a more thorough evaluation of danger, thus enabling highly effective risk mitigation. CRM asks, “What’s going to kill me and my buddies?” In other words, CRM asks, “Based off everything we know, what hazards could we face and how can we mitigate the risk?”

By mitigating the known hazards to acceptable levels, this approach allows Soldiers to act confidently. CRM does not guarantee no harm will come, but it decreases the probability significantly. Such knowledge bolsters courage and increases unit effectiveness, thus making CRM an integral part of 360-degree leadership.

CRM and 360-degree leadership

If you’re still having trouble understanding CRM, try thinking of it in terms of 360-degree leadership. A 360-degree field of view means you have no blind spots. You’re aware of everything occurring around you, regardless of what it is. Applied to risk management, this means all hazards, both tactical and accidental, are considered. Some Soldiers suffer from tunnel vision,

focusing on one source of risk and discounting others—basically, 15-degree leadership. This type of Soldier might overlook dangerous hazards because of this limited field of view. Although it might not be possible to jump from a 15- to a 360-degree field of view in 1 day, incremental widening of the field of view will, without doubt, enhance risk management.





e Leadership

ACCIDENT INVESTIGATION DIVISION
U.S. Army Combat Readiness Center

How do you know you're doing it right?

A simple way to gauge your success is by the length of your risk assessment worksheets (RAWs); they should have fewer items on them. The RAWs will be shorter because your hazard identification process will be more

precise and the controls better targeted. Here's the catch—you'll have more RAWs. Your total number of RAWs will increase because you'll see the traditional, single RAW for the entire field training exercise is inadequate. You might need a different one for each day, convoy, or range.

Another way to determine if

your CRM is strong is your attitude and the attitudes of the Soldiers around you. Does your unit have confidence? Do your Soldiers know everything has been done to ensure mission success? CRM will reinforce even the best training and move any formation closer to completing their missions successfully, be it

“ CRM will reinforce even the **best training** and move any formation closer to **completing their missions** successfully, be it training AIT Soldiers, reintegrating after a combat deployment, or conducting combat patrols. ”



training AIT Soldiers, reintegrating after a combat deployment, or conducting combat patrols.

Apply the 5 steps of CRM with a 360-degree field of view

Remember, in our Army, the official term is Composite Risk Management. But if labeling it 360-degree leadership enhances your understanding of the process, so be it. It will be difficult to delineate between tactical and accidental hazards as you begin to apply the process. However, the more you and your Soldiers internalize recognition of hazards and develop effective control measures, the less difficult it will become. Keep the process real, communicate to your Soldiers, and remember the end state—loss prevention and enhanced combat readiness. Lead your Soldiers to the edge, then help them own it through CRM! 

Comments regarding this article may be directed to the U.S. Army Combat Readiness Center (USACRC) Help Desk at (334) 255-1390, DSN 558-1390, or by e-mail at helpdesk@crc.army.mil. The Accident Investigation Division may be reached through USACRC Operations at (334) 255-3410, DSN 558-3410, or by e-mail at operationsupport@crc.army.mil.

When in C Conduct C

ACCIDENT INVESTIGATION DIVISION
U.S. Army Combat Readiness Center

After completing a tactical exercise without troops, 11 student non-commissioned officers (NCOs) and two instructors made an unplanned stop at a demolition area. After arriving and discussing the terrain and possible explosive material disposal ideas, the students left the access road and unknowingly walked 100 meters south into the impact area. One of the students picked up a flattened, cylindrical, tarnished object, visually examined it, and tossed it on the ramp of an abandoned armored personnel carrier. The object, a piece of 40 mm unexploded ordnance (UXO), detonated when it hit the ramp. Five student NCOs were injured by shrapnel, and three, including the NCO who handled the UXO, were seriously injured (one suffered a

permanent partial disability). Two other students suffered minor injuries.

You might be asking yourself why the students entered the impact area in the first place. What was its training value? Why did the instructors allow the students to go there?

The accident investigation team found the primary instructor failed to conduct adequate planning before making the stop at the demolition area. But it was an unplanned stop, right? How could he plan for it?

This type of reasoning is called “follower thinking,” but the primary instructor was a leader and should’ve thought as one. Leaders must plan continuously and take corrective action when required. Unplanned stops happen all the time because leaders conduct “opportunity training” whenever possible.

Charge, CRM



Most leaders internalize their planning, quickly determining the objective of the training and how it'll be conducted. Good leaders, however, also consider "unplanned" hazards that might come about during the training event.

The primary instructor involved in this accident knew his objective—he wanted to show the students the demolition area. But that's where his planning stopped. He didn't consider the location in relation to the impact area, and he failed to recognize his own lack of experience on the range complex as a hazard. He also allowed the students to deviate from the stop's intended purpose.

The primary instructor had attended the daily risk management meeting and knew the basic risk management steps. His

complacency with respect to the unplanned stop set into motion the events leading to the accident. Had he maintained a leader's mindset and thoughtfully considered how to conduct the unplanned training, he would've recognized the obvious hazard—namely UXO—associated with operating in close proximity to the impact area.

This accident could've been prevented if the instructor had asked himself a couple of simple questions: How am I going to conduct this training? What can hurt me and my students during the training? These issues parallel the two basic questions that are the foundation of Composite Risk Management (CRM): What am I (or my formation) doing today? What are the hazards (both tactical

and accidental) that can take us out of the fight?

Then take the process one step further. Substitute the acronym "IED" or "VBIED" for "UXO." Change "training" to "combat patrol." Either way, CRM still applies—in fact, it can be applied to training, combat, and even off-duty activities without major process modification. CRM's adaptability is one of its major strengths and the primary reason it's the cornerstone of the Army's "Own the Edge" campaign.

When in charge, either as an instructor, squad leader, or battalion commander, conduct CRM. Embed it in your mission analysis, planning, and operations orders processes. Work to achieve a level of CRM understanding that enables you to apply the process

intuitively. Instinctive application of CRM will allow you to consider hazards properly and implement controls in a timely and effective manner.

Use the up-to-date risk management tools and techniques provided at the U.S. Army Combat Readiness Center's Web site, <https://crc.army.mil>, to learn how CRM can be used in your formation. Own the Edge! 

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Perhaps the happiest time in any deployment is that month or two Soldiers spend preparing to redeploy out of theater back to the fond and familiar terra firma of home. “Almost done,” however, doesn’t equal mission complete. There are some special hazards posed before and during redeployment that leaders must take into consideration well before packing begins.

Two separate factors each play a significant role in safe redeployment:

housekeeping and mission focus. The most critical aspect of successful redeployment is keeping all personnel—especially younger Soldiers—squarely focused on the mission until the “freedom bird” lifts off. But units still have to pick up and pack up all that stuff they’ve accumulated over the last year or so while completing their other missions, so let’s look at housekeeping first.

next stop, home!

1LT ERIK JOHNSON
Indiana Army National Guard
Indianapolis, IN



Cleaning house

The process of packing arms and materiel for the return home should be slow and deliberate. Soldiers are more likely to take shortcuts, make mistakes, and accept unnecessary risks if they feel they have to rush to meet timelines for movement out. It's not always easy to predict how much time you'll really have, however, because operational schedules are fluid and the departure date can change numerous times. Even so, each command should distribute its redeployment instructions as far in advance as possible from the first deadline for action.

Soldiers might be surprised at the quantity of hazardous materials their unit collected over the course of the deployment. Much of the leftover fuel, lubricants, and hydraulic fluids were used to sustain vehicles, generators, and power equipment, and it might seem logical to simply throw them away since they're no



longer needed. These materials are hazardous, however, and must be stored or disposed of properly before the unit departs. To make certain this process is successful, leaders should ensure suitable waste receptacles are available and provide adequate guidance during removal and dumping of the materials.

Soldiers should never be permitted to hide waste oil and fluid containers between CONEXes or dump the materials down shower or washbasin drains. The heat radiating from a CONEX heating or cooling unit combined with a flammable substance can be bad news, not to mention how detrimental such products are to the environment. In addition, all fuel cans must be labeled correctly so personnel can't mistake them for water cans.



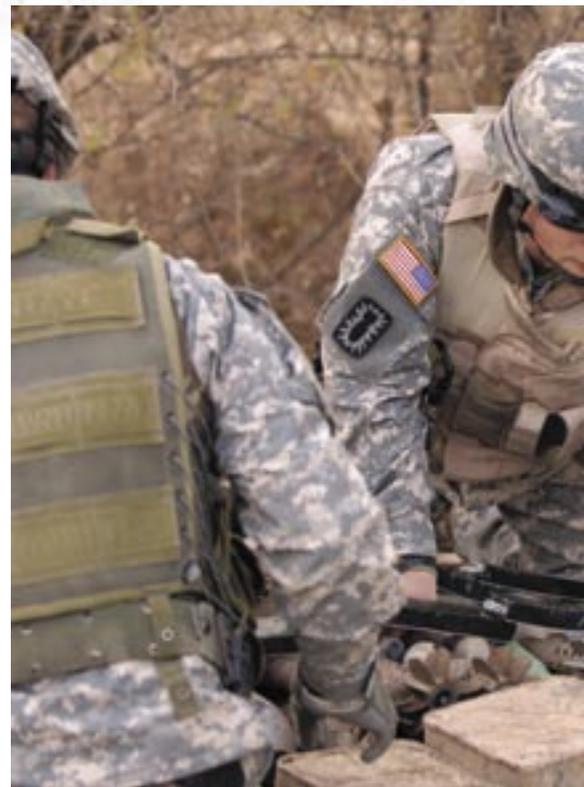
What should I do with this?

The greatest of care should be taken during ammunition and ordnance reconsolidation. Haste makes waste, as the old saying goes—but it can also make for a catastrophic event, the last thing anyone wants as the unit prepares to ship out. As such, leaders should supervise their Soldiers as they turn in ordnance to the arms room.

Weapons rounds should never be dumped in trashcans or dumpsters, and waste receptacles must be labeled with warnings detailing what items are prohibited. High on that list is small arms ammunition, but that's not all. Explosives such as grenades have been found

in dumpsters more often than you might think. Believe it or not, one ill-informed Soldier actually placed a howitzer round in a dumpster before a recent redeployment! Amnesty boxes are there for a reason, including Soldiers who might be afraid to take unaccounted rounds to their supervisors.

One final note on housekeeping: Never allow Soldiers to “personally reallocate” safety devices such as fire extinguishers from their deployment location back home. Although they might truly need such equipment at their home stations, their supply chains will have to make the proper arrangements upon the unit's return.



Mission? What mission?

Although everyone will be excited when the countdown to homecoming begins, leaders must be especially vigilant with their younger Soldiers. These personnel are most susceptible to distractions such as renewed energy and excitement that naturally attend redeployment, and they might try to rush or take shortcuts. Leaders have to minimize these distractions or they'll risk a breakdown in unit discipline that might impact the safety of all personnel.

There are some practical methods leaders can use to keep their Soldiers focused on the mission. For

starters, every leader must understand undisciplined behavior never corrects itself. Unless someone steps in to take action, the behavior inevitably continues until an accident happens. Leaders must require all operations be performed to standard, heighten their supervision, and immediately take corrective action when needed.

The idea, of course, is to never let any situation deteriorate into an Article 15 hearing. Leaders must involve all their Soldiers in the risk management process so they'll have the knowledge to prevent and avoid hazardous situations. This is especially important during redeployment, and leaders should make every effort to educate their troops well before reconsolidation.

A dress rehearsal or walk-through of events is a good starting point. Key topics to be discussed include a review of munitions to be turned in, reconsolidation of heavy equipment and vehicles, proper packaging of supplies for loading onto CONEXes or pallets, and the sequence of these events. Leaders also might ask their Soldiers for their thoughts or concerns



about the redeployment plan. Once they've recovered from the shock that someone actually asked their opinion, those Soldiers might make some productive suggestions the unit can use to conduct its redeployment more safely. They'll also probably be less likely to break the rules since they helped make them!

Conclusion

Caring leaders will diligently supervise their Soldiers to ensure they're conducting their assigned missions safely. Soldier care and safety go hand in hand, and redeployment is no exception. Take time to do things right and make it home to celebrate a job well done! 

Contact the author by e-mail at erik.n.johnson@us.army.mil.





Class A

■ Soldier was killed when the 5-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.



Class B

■ An M2313 Bradley Fighting Vehicle caught fire during tactical operations and suffered Class B damage estimated at \$200,000. No Soldier injuries were reported. The accident occurred in the mid-morning.



Class A

■ 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.

■ 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.

■ Soldier collapsed during the Army Physical Fitness Test and died at a local hospital. The accident occurred during the early afternoon.

■ 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.

■ Three foreign national civilians were killed and three were injured when a Soldier inadvertently fired a 155 mm high explosive round from an M109A6 Howitzer into a populated area. The Soldier was participating in live fire training just before the accident and, although the unit had transitioned to dry fire, reportedly believed the live operations were still ongoing when he fired the round. The accident occurred during the late morning.

Class B

■ Soldier suffered a permanent partial disability to his foot when his M249 machine gun discharged. The Soldier was stepping out of a HMMWV when the weapon fell to the ground and fired as he attempted to grab it. The accident occurred during the mid-morning.

■ A U.S. Air Force Airman suffered a permanent partial disability resulting from a gunshot wound received during an Army-supervised

Seatbelt Success Stories

Spotlighting Soldiers who wore their seatbelts and walked away from potentially catastrophic accidents

Class D

■ Soldier escaped without injury when his non-tactical vehicle overturned in theater. The Soldier was returning from a supply run when he briefly lost consciousness, causing the vehicle to drift into a median and strike a lamppost. The Soldier then regained consciousness and steered the vehicle back onto the roadway, at which time he passed out again. The vehicle then crossed the roadway and ran up a 6-foot fence before it hit a 20-foot container and rolled over onto its roof. The vehicle was estimated to be a total loss, but the Soldier was wearing his seatbelt and was unharmed. The accident occurred during the late afternoon.

■ Two Soldiers were uninjured when their M1097 HMMWV rolled over on a main supply route in theater. The vehicle was towing an M101 trailer that caught the road shoulder when the driver swerved the HMMWV to miss a pothole. The driver corrected the vehicle, but the motion caused the trailer to flip over and roll the HMMWV. Both the driver and vehicle commander were wearing their seatbelts and personal protective equipment. The accident occurred during the early afternoon.

■ Two Soldiers were unharmed when their M998 HMMWV overturned on a hill. The Soldiers were conducting a fuel run when the driver steered the vehicle too close to the roadway's edge and overcorrected, causing the HMMWV to flip. Both Soldiers were wearing their seatbelts. The accident occurred during the late morning.

Class A

■ Soldier was killed when the M35A3 cargo truck he was riding in overturned after hitting a dirt berm on a curve. The Soldier was trapped beneath the vehicle and unable to escape when the truck caught fire. Nine other Soldiers suffered minor injuries. The accident occurred during the mid-morning.

live fire exercise. The round was fired from an M16A2 rifle being handled by another Airman. No other injuries were reported. The accident occurred during the late afternoon.

■ Soldier lost an eye when he fell from a HESCO barrier while erecting a tent cover. The Soldier fell 3 or 4 feet from the barrier and suffered fractures to his face and eye area, which resulted in his eye being removed during surgery. The accident occurred during the early evening.

■ Soldier's hand was amputated when a training grenade exploded in his hand. The Soldier, who also suffered skull fractures and shrapnel injuries, was packing black powder into the grenade at his private

residence at the time of the explosion. The accident occurred during the mid-afternoon.

■ Soldier's pinky finger was amputated when it became lodged in the air conditioning unit fan of an M1114 HMMWV. The Soldier was a passenger in the vehicle and had placed his hand on the fan guard to brace himself just before the HMMWV hit a pothole, causing the guard to give way. The accident occurred during the mid-evening.

Class C

■ Soldier suffered second- and third-degree burns over 71 percent of his body when a flash fuel fire occurred at a fuel point. The Soldier was holding a flashlight for a local national worker when the fuel ignited. The accident occurred during the mid-evening.



WHAT THINK OH, MY ACHING HEAD!

The head—it's one of the most exposed parts of the human body. Our craniums hurt pretty bad when they or any of their attendant parts are hit just right, and many head injuries are caused by sheer stupidity. Soldiers are no more hard-headed, at least physically, than the average civilian out there, a fact our three heroes below found out through various knocks, bumps, and scrapes.

Our first Soldier was using a picket pounder to drive some posts into the ground at a temporary training area. The picket pounder is one of those marvels of modern technology that's supposed to make admittedly difficult tasks, such as hammering posts into hard earth, a little easier. But note the key words there—"supposed to." As we all know, things don't always work like they're supposed to, or maybe it's people that don't always work like they're supposed to. Either way, using any device that contains the word "pounder" in its title, combined with no personal protective equipment (PPE) on the person using it, is a potent mix for trouble.

It was a crisp fall evening, and the Soldier was in a hurry to finish



WERE THEY WHAM?



the job so he could join the rest of his unit for chow. In his haste, he somehow lost control of the picket pounder, which then pounded the poor Soldier in the head. Since he wasn't wearing a helmet or any other PPE, the Soldier suffered a nasty

laceration and some bruising that cost him 4 days of work and 2 weeks on restricted duty. He did, however, get an exciting helicopter ride to the local hospital.

Amazingly enough, yet another Soldier got hurt when he didn't wear his PPE, this time eye goggles. The Soldier was working on a water circulation pump in the engine room of an Army vessel. As he bent down to remove a bolt from the pump, his bare eye hit a zip tie that was placed on the pump as a lock out/tag out safety measure.

Too bad the Soldier couldn't watch TV while he was spending the next day convalescing at home. His right eye was covered with a patch and doctored with medicine to heal the abrasion caused by the zip tie. His lack of PPE, situational awareness, and training—the report stated “NEVER” in all caps in the “Last Training” block—obviously contributed to his injury. To think, it all could've been prevented if he'd only slipped

on a pair of protective goggles, which he should've been wearing anyway. But who says eye abrasions aren't fun?

Our last incident wasn't necessarily the fault of the Soldier involved; she just happened to be in the wrong place at the wrong time. Apparently, some whiz kid had placed a large paper cutter on top of a bookshelf in an office on post. The Soldier's printer had just run out of paper, and she spotted some reams of copy paper stored on the bottom of the bookshelf. She walked over, lifted a case of the paper from the bookshelf, and WHAM! The paper cutter smacked her on the head and back.

The sound of the cutter, paper, and Soldier falling to the ground must've been pretty loud because the other staff members—who were in another office, mind you—heard a “thump” and went to investigate. They found the Soldier on the floor, dazed and unaware of her surroundings but nonetheless conscious. She was transported to the post emergency room, diagnosed with a bumped and bruised head and back, and sent home, where she stayed until returning to work a couple of days later. The rest of the office workers received remedial training on the safe placement of heavy items.

These fables will surely live in unit lore for generations to come, and they illustrate some maxims all Soldiers should live by. For one, always wear the proper PPE when the job requires it. Those cute little illustrations of goggles, gloves, earplugs, helmets, etc. posted in maintenance bays and on heavy power equipment are there for a reason, namely to remind you to suit up so you don't get hurt. And, for Pete's sake, never put a paper cutter on top of an unstable bookshelf! 🛠️

Class A-C accidents/Soldiers killed

■ Cars	110/36
■ Vans	0/0
■ Trucks	45/14
■ Motorcycles	106/35
■ Other*	11/2

*Includes tractor-trailers, unknown POVs, mopeds, ATVs, and bicycles

POV
stats
FY06
through June 06

87

total DEATHS

FY05: **105** 3 year average: **89**

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