DEPARTMENT OF THE ARMY
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REPLY TO
ATTENTION OF

COMMAND POLICY LETTER
SAFETY-01

AFZF-SAFE

AUG 04 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: III Corps Command Risk Management and Accident Prevention Program

1. APPLICABILITY. This policy applies to personnel assigned to, attached to, or under the operational control of III Corps.

2. POLICY.

a. General.

(1) Composite Risk Management and accident prevention are the cornerstones of all III Corps operations. These are imperative – at all times and at all levels! Leaders, down to and most importantly our first-line leaders, are responsible for the safety of personnel and equipment entrusted to their stewardship. Additionally, all individuals share the responsibility for managing risks and executing safety standards as we conduct mission operations and recreational activities.

(a) Recent statistics reflect that the Army's on-duty accident rates have decreased but continue to adversely impact mission accomplishment. However, off-duty accidents also continue to occur and cause degradation of unit readiness.

(b) In order to combat on/off-duty accidents, leaders at every level must institutionalize Composite Risk Management principles and ensure that they become an integral part of all operations and training. Applied leadership, along with enforced discipline and standards, will ensure the preservation of our valuable resources and instill accountability which are both vital if we are to successfully support joint operations around the world.

(2) To foster a robust command involvement in our accident prevention efforts, I will chair the Command Safety Council. The III Corps Safety Council is part of the III Corps and Fort Hood Health Promotion Council. Commands and organizations not located on Fort Hood will participate and conduct their own local quarterly safety councils. The III Corps Safety Office is the proponent for the Command Safety Councils.

b. Concept/Programs. Commanders at all levels will establish their own clearly defined Command Risk Management and Accident Prevention Program in writing that outlines comprehensive ground and aviation (as applicable) accident prevention

initiatives designed to reduce accidents, enhance readiness, and improve the well-being of our Soldiers, civilians and Family members. Enclosure 1 outlines requirements to help leaders ensure a successful command safety program and enclosure 2 addresses the specific aviation accident prevention guidance.

3. Composite Risk Management and safety are force multipliers and apply to all areas of our business. Successful risk management and accident prevention programs demand vigilant leadership and Soldier discipline. Preventing the loss of a single III Corps team member is one of our top priorities. Mission success is measured with zero accidental fatalities.

4. I am convinced that accidents are both predictable and preventable when leaders are engaged and know their Soldiers. Each commander must establish an organizational climate that promotes compliance with standards and encourages a true sense of caring at all levels. Responsibility for correction of unsafe conditions and behavior lies with each individual and first-line supervisor. Individuals must be technically competent and perform their job in the safest possible manner, in peace and in war. We must be committed to provide a safe environment for Soldiers, civilians, and Family members. Army Safe is Army Strong!

5. EXPIRATION. This III Corps Command Policy Memorandum supersedes III Corps Policy, SAFETY-01, 02 NOV 2009, subject: III Corps Command Risk Management and Accident Prevention Program and will remain in effect until superseded or rescinded.

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DONALD M. CAMPBELL, JR.
Lieutenant General, USA
Commanding

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Effective Accident Prevention Program Elements

1. Effective programs are those that attack the leading accident causing factors and indicators. Goals must establish specific and measurable objectives within new and existing programs, implement timelines for completion, and increase accountability.

2. Protecting our Phantom Warrior Team and Family members is paramount to maintain our posture as a trained, ready, and effective fighting force. Commanders and leaders must ensure their Soldiers know their individual responsibilities for accident prevention. Caring leaders can make this happen. First-line leaders, especially, must ensure that a safe environment for their Soldiers exists by continuously evaluating whether standards and expectations are known, understood, and enforced. Address your Risk Management and Accident Prevention Policy in the quarterly/semiannual training briefs and include safety goals in the commander's quarterly training guidance. Communicating the elements of the program down to the lowest level is critical to the success of our safety program.

3. Commanders must ensure that all leader and Noncommissioned Officer (NCO) evaluations include the performance of safety programs and tasks. Evaluation reports and counseling sessions will address specific safety responsibilities and goals.

4. Bridging the Experience Gap. First-line leaders work closely on a daily basis with an at-risk population group of Soldiers that consistently make up the largest percentage of all accidental fatalities within the Army. Some leadership tools available are found at the U.S. Army Combat Readiness / Safety Center (CRC) website https://safety.army.mil/. There, leaders can research specific subjects and awareness from lessons learned from on and off-duty ground and aviation mishaps. Additionally, the CRC website contains a myriad of other risk management and accident prevention resources such as the Privately Owned Vehicle (POV) Tool Box, the Commander's Safety Course, safety briefings, shared best practices, and links to audiovisual items. Periodicals such the Army's Official Safety Magazine, *Knowledge*, provide accident lessons learned and countermeasures for your leaders.

5. Composite Risk Management and Risk Acceptance. To better protect our Soldiers and operations from both tactical and accidental losses, the Army developed the Composite Risk Management (CRM) process. It builds upon the standard risk management process by including combat and other threats with accidental hazards into one package. This enhances combat power by enabling leaders and individuals to identify risks in all endeavors that could cause injury, death, or other loss. Additional information regarding the CRM process is found at https://safety.army.mil/.

a. Major Subordinate Commanders will issue written guidance on the levels of risk that subordinates are authorized to accept: low, moderate, high, or extremely high (see FM 5-19, *Composite Risk Management*, and DA PAM 385-30, *Mishap Risk Management*, for risk definitions). Extremely High-Risk mission acceptance levels will not be designated below the first General Officer in the chain of command.

b. Conduct composite risk assessments routinely for all air and ground training events and operations, to include long weekends and holidays, and even for social events such as unit organization days. Risk assessments must be continuous and evolve with changing hazards. All leaders and Soldiers must be trained and proficient with the Army's doctrinal five-step Composite Risk Management process outlined in FM 5-19, *Composite Risk Management*, and ensure that Risk Management and Accident Prevention Programs are keyed to effectively support the Army's Safety Program.

c. Prior to Soldiers going on leave, pass, temporary duty (TDY), or permanent change of station (PCS) in a POV, leaders must ensure that Soldiers complete the automated travel risk assessment found at the CRC website which links you to the Army Travel Risk Planning System (TRiPS), or follow the link: https://safety.army.mil/. Following the automated risk assessment, Soldiers must forward the results of the assessment to their leaders to facilitate dialogue between the Soldiers and their first-line leader.

6. Training.

a. Train personnel to standard and take immediate, decisive action when standards are violated. High OPTEMPO is a challenge we face and must not be an excuse for shortcuts that sidestep standards or valuable risk controls.

b. The Army Readiness Assessment Program (ARAP) is a recommended program designed as a battalion commanders' tool to address the root causes of accidental loss by focusing on organizational climate and culture. The assessment captures unit posture on command and control, standards of performance, accountability and risk management. Battalion Commanders or equivalent, should register within 90 days of assuming command. Go to: https://ARAP.army.mil/ for details. To receive the CRSC assessments battalion commanders must ensure personnel complete the online assessment survey within 45 days of the commander registering.

c. Per AR 385-10, *The Army Safety Program*, commanders are required to complete the Commander's Safety Course (CSC). The CSC provides commanders the tools to manage their unit safety programs effectively and to incorporate CRM into all unit planning and activities. Company grade officers must complete the CSC prior to assuming command. Brigade and battalion level command designees must complete the CSC prior to attending the Fort Leavenworth pre-command course. Brigade commanders will certify that their company level designees have successfully completed CSC prior to command assignment. Commanders can enroll and complete the CSC online at https://safety.army.mil.

d. Per AR 385-10, *The Army Safety Program*, additional duty safety personnel are required to complete an online Additional Duty Safety Course (ADSC). The ADSC course establishes the Army standard for trained and qualified additional duty safety personnel. Upon completion of the ADSC, the additional duty safety personnel will attend local safety office training programs providing supplemental, installation specific

safety program requirements and local hazards. Assigned additional duty safety personnel can enroll and complete the ADSC online at https://safety.army.mil.

7. Continuous Assessment. In order to operate in a safe environment, leaders must perform continual assessments of current and future operations and validate/adjust supporting plans as necessary. They must also effectively coach principles of composite risk management and ensure that standards are known and enforced in order for Soldiers to be able to conduct continuous assessments. Raising Soldiers' awareness of personal risk and encouraging aggressive action to identify and eliminate unsafe conditions is imperative and positively enhances safety. Encourage Soldiers to take responsibility for their actions and other's well-being. Leader encouragement will enhance a Soldier's self worth. A successful Risk Management and Accident Prevention Program must embrace these principles throughout the chain of command and particularly at the first-line leader level. The Ground Risk Assessment Tool (GRAT) was developed by the CRC to augment the Composite Risk Management (CRM) planning and decision-making process. It assists in the identification, assessment and control of hazards associated with specified missions or tasks. Link to GRAT: https://safety.army.mil/.

8. Privately Owned Vehicle (POV) Accident Prevention. The cornerstones of POV accident prevention are found in Chapter 11, AR 385-10, The Army Safety Program and supplemented with CRC's POV Toolbox at https://safety.army.mil/.

a. Privately Owned Vehicle accident prevention programs must contain provisions designed to inform Soldiers and effectively train them on the prevention of the common contributing factors of POV accidents and injuries. These factors are excessive speed, fatigue, alcohol, aggressive driving, and failure to use seat belts or motorcycle personal protective equipment. Leaders must especially engage POV accident prevention techniques immediately after returning from lengthy deployments in order to get Soldiers back in the right mind-set to safely operate POVs.

b. The Department of the Army developed the Army Traffic Safety Training Program (ATSTP) to provide continuity of Army Driving/Motorcycle Training Programs throughout the Army and meet the requirements set forth in DODI 6055.04 and AR 385-10. The Accident Avoidance Course is required for all Army Motor Vehicle operators (military and civilian). This course must be repeated every four years and taken online or downloaded at https://www.ms.army.mil/saba/web/main. The Intermediate Driver's Training is required for all military personnel under 26 years of age. The three-hour class reinforces a positive attitude toward driving and is available at the West Fort Hood ATSTP training facility. Register online at https://apps.imcom.army.mil/airs/. All newly assigned Army personnel are required to complete the Local Hazards course available online at http://training/hood.army.mil/safety/login.aspx.

9. Motorcycle Accident Prevention. Commanders and leaders must thoroughly understand and continue to enforce the provisions of III Corps and Fort Hood Motorcycle Safety Program, Policy Letter SAFETY-02. These requirements apply to all Soldiers who own/operate a motorcycle.

10. Accident Reporting. Accurate accident investigation and timely reports allow leaders to better focus on problems and the right solutions. The Safety Office will publish lessons learned from on and off-duty accidents in Red and Yellow Hash safety alert memos. Commanders will ensure that safety memo contents are briefed to their entire formations and placed on unit bulletin boards. Additional reporting requirements:

a. All fatalities will be reported through the chain of command IAW FRAGO 9 TO MISSION SUPPORT ORDER PC-08-07-279 (III CORPS COMMANDER CRITICAL INFORMATION REQUIREMENTS). The FRAGO is posted on the III Corps G-3 webportal. Follow-up reports will be made as necessary.

b. All III Corps and Fort Hood fatalities will be briefed to the III Corps Command Group IAW OPORD PW 11-05-358 Fatality Review Board. Commanders experiencing a Soldier fatality for any reason will contact the III Corps Safety Office to coordinate the brief.

c. IAW FC Safety and Occupational Health Objectives, all Class A and B accident investigation reports will be reviewed by the chain of command before the reports are submitted to the III Corps Command Group. Each commander will endorse the report and provide written comments documenting actions taken to implement recommendations applicable and any other action initiated to prevent future accidents.

11. Awards. Augment the Army Safety Awards Program (AR 385-10, Chapter 8, *Army Safety Program*) with recognition at all levels for individuals and units for outstanding accident prevention efforts and acts.

III Corps Commander's Aviation Accident Prevention Program

1. This enclosure applies to aviation units and to transient aircrews conducting operations under the control of III Corps.

2. The safety and security of our aviation assets are among our top priorities. It requires leadership involvement at all levels to ensure that these provisions are met. Leaders at every level must continually review training standards, flight rules, and crew coordination efforts.

3. Our aviation missions involve operations that are challenging, and at times hazardous; therefore, leaders must be continuously vigilant to abate potential hazards. Aviation accident prevention requires detailed planning, command supervision, and personal pride.

4. Command Safety and Standardization Council meetings. These meetings will be chaired by the Corps Aviation Officer (CAO). The purpose of the meeting is to share best practices, discuss issues, and raise concerns requiring Corps Staff action. Meetings are conducted quarterly or at the call of the Chairman. Attendees will include all major subordinate commanders (or their deputy/XO), who have aircraft in their commands, the Director of Aviation Operations, and selected staff involved in aviation safety, operations, and standardization, representatives from the Directorate of Plans, Training, Mobilization and Security (Range Control), and Brigade Aviation Element chiefs that have Unmanned Aerial Systems (UAS) assets in their organizations. Mobilizing commanders with aviation assets will also attend. Non-III Corps aviation commanders who periodically conduct aircraft training under control of III Corps are also invited. This forum will also be used for commanders (or representative) to discuss the status of Readiness Level (RL) progression waivers within their unit.

5. Commanders must place positive emphasis on accident prevention. Commanders no lower than company, troop, or detachment levels, will approve all aviation ground and air operations and/or any subsequent changes, including all aircraft main engine starts. The unit commander's approval of a daily or weekly flight schedule meets this requirement. The unit command must approve any changes or additions by telephonic or other means.

6. Commanders will ensure an aggressive composite risk management program is in place and a thorough hazard analysis is accomplished for every aviation operation. Each identified risk will be reviewed and managed at the appropriate level.

7. Mission briefings must be accomplished for all aviation flight operations. Only pilots-in-command may serve as briefing officers. Commanders in the grade of O-5 and higher will select briefing officers based on their aviation experience. Selection will be in writing and limited to personnel qualified and current in the mission profiles they are to

brief, and possessing the ability to quickly assess and apply risk mitigation techniques for the mission and aircrew. Once the briefing officer and the crew have mitigated the risk to the lowest level, the mission approval will be delegated to the appropriate approval authority, IAW unit SOP. Mission briefings may be accomplished by various means (i.e., in person, telephonic) provided all key elements are understood and recorded IAW AR 95-1. A risk assessment worksheet will be completed and maintained with the mission briefing form.

8. The Army Aviation community is a leader in the development of maintenance and training standards. Commanders at all levels will ensure that maintenance and training are accomplished in prescribed standards.