



DEPARTMENT OF THE ARMY
UNITED STATES ARMY INSTALLATION MANAGEMENT COMMAND
EUROPE REGION
UNIT 29353, BOX 200
APO AE 09014-0200

IMEU-SO

25 October 2012

MEMORANDUM FOR IMCOM-Europe Staff Principals and USAG Commanders

SUBJECT: Safety

1. References:

- a. AR 385-10, The Army Safety Program.
- b. DA Pamphlet 385-10, Army Safety Program.

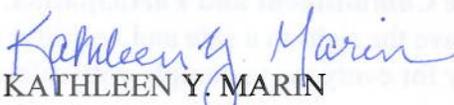
2. By complying with safety and occupational health standards, we have reduced accidents in the workplace by 43 percent since FY 09; however, accidents are still occurring. To prevent work-related accidents and injuries, we must go beyond mere compliance with safety requirements by committing ourselves to the highest safety standards possible within mission, operational, and budgetary constraints. Occasionally, this may mean delaying projects and applying workaround solutions until funding is available to meet these standards. We will make those choices when necessary.

3. To achieve this change in our safety culture, we will use a three-pillar approach to safety, which consists of leadership commitment and involvement, employee commitment and participation, and composite risk management. The enclosure outlines these pillars of safety, which I expect every employee to fully embrace and support to help transform our culture of compliance to one of excellence in safety. In the coming months, the guidance in the enclosure will be published in an Army in Europe publication that can be used with the references.

4. The effectiveness of our accident-prevention program is directly attributed to each and every one of us. Very few of us, however, are actively engaged in this program. I ask each of you to renew your efforts to promote safety and commit to instilling a culture of excellence in safety throughout IMCOM-Europe.

5. The POC for this policy is the Chief, Safety Office, IMCOM-Europe, DSN 370-9120 or e-mail: usarmy.badenwur.imcom-europe.list.safety-office@mail.mil.

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KATHLEEN Y. MARIN
Director

The Three Pillars of Safety for IMCOM-Europe

1. Leadership Commitment and Involvement. Safety is an inherent responsibility of command. Along with responsibility for leadership, discipline, and mission accomplishment, the requirement to ensure the safety of personnel is at the very core of command. Safety is not simply a matter of accountability; it is a moral imperative for every leader, military, and civilian in IMCOM-Europe, down to and including first-line supervisors. Leaders at all levels must—

a. Serve as role models for their employees both on and off the job. As leaders, we must adhere to the rules. This means observing safety requirements when using equipment and operating vehicles, wearing required personal protective equipment, and reporting and correcting hazards. In their performance of duty and in their behavior, leaders set the example for their subordinates.

b. Provide employees the resources (for example, equipment, materials, time, tools, training), consistent with Army policy and programs, needed to perform their jobs safely. Job-specific training, especially employee safety training, should begin on the employee's first day of work. Supervisors must constantly reinforce safety requirements through the job-hazard analysis program, use of composite risk management, job-specific safety training, safety briefings, coaching, and feedback during daily work-observation practices. Additionally, leaders must hold their employees accountable for complying with safety requirements and provide feedback on their safety performance periodically and during performance-counseling sessions.

c. Identify and eliminate hazards in the workplace to prevent accidents, injuries, and illnesses. Safety inspections are the most effective means of identifying, evaluating, preventing, and eliminating hazards in the workplace. Accordingly, supervisors are required to perform and document safety inspections consistent with the type of operation being conducted or the hazards present in the workplace. Garrison safety personnel can help supervisors develop safety checklists tailored to their operations. Inspections by garrison safety offices complement but do not replace regularly scheduled supervisory inspections.

d. Recognize safety performance. One of the most rewarding aspects of being in a leadership position is the privilege of recognizing individuals for their superior accomplishments. The Army's Safety Awards Program provides an opportunity to recognize exceptional accomplishments in safety performance in support of the mission. IMCOM-Europe is implementing a safety awards program to complement the Army's program. Garrison commanders should establish a program to promote safety and recognize achievements, not only of those who directly supervise workplaces with outstanding safety records, but of all employees at all levels who contribute to a positive safety culture.

2. Employee Commitment and Participation. IMCOM-Europe military and civilian employees have the right to a safe and healthful workplace. Inherent in this right, however, is the responsibility for everyone to comply with safety standards and to get involved in and promote

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the safety program. Safety is everyone's responsibility. Employees in nonsupervisory positions are expected to—

a. Wear personal protective equipment applicable to their jobs or tasks. All employees are empowered and expected to intervene and stop unsafe actions they observe on the job.

(1) Hearing Protection. One of the most insidious threats facing the workforce is hearing loss. The gradual progression of hearing loss due to noise may be less dramatic than an injury resulting from a workplace accident, but it is a significant and permanent handicap for the affected individual. Loss of hearing denies people sensory experiences that contribute to the quality of their lives. Leaders must ensure their personnel wear appropriate hearing-protective devices any time they are exposed to hazardous noise.

(2) Seatbelts. Seatbelts save lives. Although some vehicle crashes are so horrendous that wearing a seatbelt would not protect the occupants of the vehicle, the use of seatbelts prevents or reduces the severity of injuries sustained in the majority of crashes. Leaders must reinforce the benefits of seatbelts and the requirement for all drivers and passengers to “buckle up” when operating or riding in a vehicle, both on and off the job.

b. Participate in the Army Readiness Assessment Program and provide feedback to leaders on the effectiveness of the safety program.

c. Get actively involved in the safety program, whether serving as a member of a safety committee, as a safety representative, or as a first-aid responder. Other ways to get involved include but are not limited to submitting suggestions or reporting hazards, correcting hazards in the workplace, participating in safety inspections, and performing job-hazard analyses.

3. Composite Risk Management. Taking risks on the job is as common as taking risks during off-duty activities. Whether at work or at home, we must manage risks by considering the activity, identifying the risks that will be involved in performing the activity, analyzing the level of risk, and determining how to mitigate the risks. This is essential before beginning any activity. Only by anticipating risks can we effectively and safely respond to them when they arise.

a. In the workplace, leaders and employees must minimize risk whenever possible and make calculated risk-based decisions at the appropriate level, balancing potential losses with mission requirements. Composite risk management will not be used, however, to violate or deliberately disobey laws or regulations.

b. Off the job, all personnel must use composite risk management to avoid accidents and safeguard their loved ones. The Army Travel Risk Planning System (TRiPS) and the Ground Risk Assessment Tool (GRAT) are automated tools that Soldiers and civilians can use to help identify, assess, and mitigate risks in their activities, on and off the job. These tools are available on the United States Army Combat Readiness/Safety Center website at <https://safety.army.mil/>. The site is accessible at work and from home using an AKO account.

