



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

IMCG

23 AUG 2010

MEMORANDUM FOR ALL U.S. ARMY INSTALLATION MANAGEMENT COMMAND
(IMCOM) PERSONNEL

SUBJECT: Policy Memorandum 385-10-1 — Safety Policy

1. REFERENCES.

- a. AR 385-10, The Army Safety Program
- b. AR 608-1, Army Community Service Center
- c. DODI 6055.1, DoD Safety and Occupational Health (SOH) Program
- d. DODI 6055.07, Accident Investigation, Reporting, and Record Keeping
- e. IMCOM Regulation 385-10, Safety Program
- f. 10 USC 1588, Authority to Accept Certain Voluntary Services

2. PURPOSE. To direct specific policies, procedures and responsibilities for executing the IMCOM Safety Program to supplement requirements in IMCOM Reg 385-10. The program will guide IMCOM leadership and military and Civilian employees to protect the force, prevent accidents, conserve resources and establish a proactive safety culture.

3. APPLICABILITY. This policy applies to all Soldiers, appropriated fund and non-appropriated fund Civilian employees, and volunteers under 10 USC 1588 and AR 608-1 that are assigned or attached to IMCOM.

4. POLICY.

a. This policy supersedes Command Policy #11 – Safety Policy, dated 22 Feb 10. It will remain in effect until specifically rescinded or superseded. Commanders and leaders are to ensure all assigned personnel are aware of this policy.

b. Commander, IMCOM is the IMCOM Safety Officer. This policy articulates the guidance and expectations for commanders and leaders in execution of safe operations, and in motivating safe behavior among Soldiers and Civilian employees on- and off-duty. Accidents represent a serious problem, accounting for more deaths,

IMCG

SUBJECT: Policy Memorandum 385-10-1 — Safety Policy

disability, and loss of productivity in DoD than any other cause. The goal is to have no loss of life through needless or senseless acts.

c. Accidents result in unnecessary loss and waste of human capital, material, and financial resources. All accidents are predictable and preventable through effective leadership, adherence to standards, holding personnel accountable, and controlling hazards through the use of composite risk management procedures. Leaders have the responsibility to ensure Soldiers and Civilian employees identify and assess risks, determine processes to eliminate losses, and carry out daily missions without injuring personnel or destroying vital equipment. Safety must be practiced at all times, both on- and off-duty. Taking unnecessary risks with people's lives and military equipment is irresponsible. IMCOM will be vigilant of safety at all times and in all places.

d. Commander, IMCOM is committed to the safety and well-being of every Soldier, Family member, and Civilian employee in this command. All of IMCOM shares this responsibility on- and off-duty, 24 hours, 7 days-a-week. The approach to being safe must be overarching but simple: supervise, educate, reduce risk, and seek out and eliminate conditions, practices, and habits that threaten safety.

e. The IMCOM Safety Officer charges each commander and leader in the chain of command with the same responsibility. During visits, it is expected of commanders to be prepared to discuss their safety posture and training status with Commander, IMCOM. Together, IMCOM can accomplish the mission requirements while avoiding preventable losses and operating in a safe and accident-free environment – both on- and off-duty.

5. PROCEDURES.

a. Commanders and leaders will establish and maintain a command climate that encourages and rewards safe behavior and performance by all personnel in the command. Empower employees to intervene, such as stopping operations, when they see someone ignoring safety rules or assuming needless risk. Risk assessment and risk mitigation must be a daily leader habit with open and continuous communication. Leaders at all levels will lead the way in changing behavior to reduce accidents.

b. Commanders and leaders will hold everyone accountable for accident prevention. Leaders will influence and hold subordinate leaders accountable, especially first line supervisors. Leaders are expected to identify risks inherent in their operations and implement appropriate countermeasures through detailed mission analysis; this mitigates the risks that the IMCOM workforce and Family members will encounter.

c. Accident Reporting and Investigations. All Army accidents, both military and Civilian, will be reported, investigated, and analyzed in accordance with AR 385-10. Investigations will focus on the root causes, contributing factors, lessons learned, and

IMCG

SUBJECT: Policy Memorandum 385-10-1 — Safety Policy

actions taken to prevent recurrence. Incidents that meet the serious incident report criteria will be reported promptly, but initial reporting will not impede proper accident investigation requirements.

d. **Safety Stand-Downs.** Every subordinate command and garrison will host at least one safety stand-down a year; all personnel will stop normal work, except in emergencies, as a concerted effort to correct safety deficiencies and provide safety training. This particularly includes the areas pointed out in accident investigations. Each subordinate command and garrison is encouraged to do a safety stand-down after completing their annual Army Readiness Assessment Program survey, as this may be the ideal time to raise the level of awareness on the safety climate. An increase in personnel injuries, identified hazards or deficiencies, and severe mishaps are all predictors that warn of potential safety problems and the need for a safety stand-down.

e. **Safety and Occupational Health Advisory Council (SOHAC).** Each subordinate commander and garrison commander will host a SOHAC at least two times a year, preferably on a quarterly schedule. Safety will be a team effort on every installation and key leader involvement in this forum is critical to its success. The council must build the proper culture and climate, ensure leader accountability, and target limited resources toward important problem areas. The council will enhance readiness by reviewing safety performance, sharing lessons learned and applying risk management techniques. Region leadership will attend at least one garrison SOHAC meeting a year to evaluate its efficacy and alignment with Army requirements and the expectations of Commander, IMCOM.

f. **Mandatory Safety and Occupational Health Training.** The Combat Readiness/ Safety Center (CR/SC) provides a mix of online training and distance learning courses designed for commanders and leaders, safety and occupational health professionals, and other personnel with safety responsibilities. All courses are available on the CR/SC website at <https://safety.army.mil/training/>. Leaders and appropriate personnel are expected to complete the following courses:

(1) **Commander's Safety Course.** All commanders will complete this course prior to assuming command. Course is a pre-requisite to the Pre-Command Course (PCC).

(2) **Composite Risk Management.** All military and Civilian employees must receive this training within the first 30-days of assignment. This course outlines how to effectively integrate composite risk management into missions, jobs, and off-duty activities to prevent accidental loss.

(3) **Collateral Duty Safety Officer's Course.** All additional duty safety officers will complete this course prior to assuming any safety-related responsibility.

IMCG

SUBJECT: Policy Memorandum 385-10-1 — Safety Policy

(4) Safety Committee Member's Safety Course. All safety and occupational health advisory council members will complete this course prior to assuming any safety-related responsibilities.

(5) Employee's Safety Course. Validate that all employees have completed this course.

(6) Supervisor's Safety Course. Validate that all personnel in supervisory positions have completed this course prior to assuming supervisory responsibilities.

(7) Manager's Safety Course. Validate that directorate level managers have completed this course prior to assuming managerial responsibilities.

g. Army Readiness Assessment Program (ARAP). Subordinate and garrison commanders will complete an ARAP assessment within 90-days of assuming command, and again within 1 year of remaining in their command tour. ARAP is a web-based survey that provides garrison commanders with actionable data on their unit's readiness posture. ARAP is accessible at the Combat Readiness/Safety Center website at <https://safety.army.mil>.

h. Contractors Adherence to Safety Requirements. No person should be subjected to work in an unsafe or dangerous environment. Contractor safety will be governed by AR 385-10, paragraphs 3-5, 3-8, and Chapter 4. Contractors or contract employees who refuse to comply with published and recognized safety standards, or do not meet the standards set forth in IMCOM contracts, may be subjected to work stoppage or contract termination. Contracting officers and others responsible for contractor performance will ensure that—

- (1) Contracts incorporate appropriate safety clauses.
- (2) Contractors perform in a safe manner consistent with these contracts.
- (3) Unsafe conduct is dealt with in a timely manner.

6. PROPONENT. Headquarters IMCOM Safety Office (IMSO) is the proponent for this policy. The POC is Chief, IMCOM Safety Office at commercial (703) 681-5200, or DSN 761-5200.



RICK LYNCH
Lieutenant General, USA
Commanding