



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

ATTG-ZOO

20 April 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC) Safety Plan

**1. References:**

- a. TRADOC Supporting OPLAN, 10 January 2005, subject: Implementing the Army Safety Campaign Plan (ASCP).
- b. Message, CSA, 6 April 2004, subject: Army Safety Campaign Plan.
- c. Message, CSA, 16 December 2005, subject: Accidental Deaths.
- d. E-mail, CG, TRADOC, ATCG, 27 December 2005, subject: CG Safety Response to the CSA.

**2. Purpose.** Reference 1a provides a single framework which identifies existing regulatory-directed programs; adds new TRADOC directives to improve/expand on existing directed programs; defines measurable metrics for these programs; institutes a structured command forum to report and monitor program implementation; provides for tracking of all TRADOC safety/accident prevention initiatives and measures their progress in reducing non-combat deaths throughout TRADOC.

**3. Background.**

a. In reference 1b, the CSA directed TRADOC and other Army Commands to take immediate steps to adjust risk management training to reflect an Army at war. In reference 1c, the CSA addressed the rising number of non-combat deaths and stated that nearly two-thirds were preventable. The CSA also stated that these losses to combat power and readiness were unacceptable and established the following key tasks for all commanders to follow:

- (1) Establish a culture where safety is visible but does not make Soldiers risk averse.
- (2) Build a command climate that actively manages tactical and accidental risk.
- (3) Ensure accountability of leaders for their programs.

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(4) Develop metrics to track compliance.

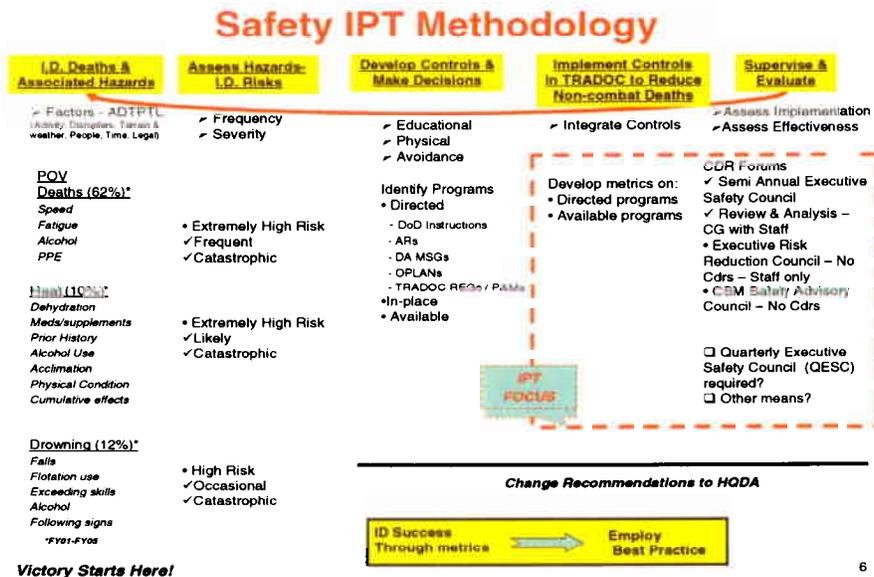
(5) Develop executable plans for leader involvement.

(6) Ensure the use of Composite Risk Management (CRM) in all activities/operations, training, and off-duty activities.

b. The Deputy Chief of Staff for Operations and Training (DCSOPS&T) was tasked to form a TRADOC Safety Integrated Product Team (IPT) and develop the TRADOC Safety Plan to support and measure the CSA's key tasks. This plan supports those key tasks and TRADOC Senior Mission Commanders (SMCs) will initiate the actions directed in this plan to reverse current accident trends and reduce non-combat deaths across the command.

4. Methodology.

a. This Safety Plan uses the five-step CRM process outlined in Field Manual (FM) 100-14, Risk Management, and FM 5-19, Composite Risk Management (identify hazards; assess hazards; develop controls and make decisions; implement controls; supervise and evaluate). This five-step process represents a logical and systematic thought process, which was also the focus of the TRADOC Safety IPT.



b. The TRADOC DCSOPS&T and the TRADOC Command Safety Office (CSO) analyzed five years of fatality data and validated the top three causes of non-combat fatalities throughout TRADOC: POV accidents, water accidents, and heat-related accidents. The CSO also validated the following hazards associated with each cause:

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(1) POV Accidents (automobiles and motorcycles): speed, fatigue, alcohol, and failure to wear personal protective equipment (PPE).

(2) Water accidents (drowning and boating): falls, not using personal flotation devices, exceeding one's physical limitations, alcohol, and failure to follow posted signs.

(3) Heat-related accidents (permanent party and trainees): dehydration, medication/supplement use, not being properly acclimated to the climate, individual's physical conditioning, and a cumulative effect from all of the above.

c. Using FMs 100-14 and 5-19 as a roadmap and looking at all accident data for the command over a 5-year period, the leading cause of non-combat fatalities within TRADOC overwhelmingly is POV accidents. As such, POV accident prevention is the primary concern of this plan. DoD defines high-risk population of drivers as those military personnel under the age of 26 years. The TRADOC Provost Marshal convened a "Tiger Team" to provide a data and content-based analysis of POV traffic accident fatalities to determine if there are relationships and leading indicators. The team sampled 44 TRADOC traffic fatalities over a 3-year period. During that timeframe, there were 21 enlisted Soldier fatalities and 16 NCO fatalities. Using this data, TRADOC further defined its scope of high-risk population of drivers not only to those TRADOC Soldiers under the age of 26, but all TRADOC enlisted Soldiers and NCOs with added focus on Soldiers who have returned or are returning from long combat tours in the Global War on Terror where stress and the financial ability to buy new motor vehicles, motorcycles, boats, and personal watercraft may increase their risk for accidents.

d. All TRADOC staff and SMCs will ensure that DoD, Army, and TRADOC-directed regulatory accident prevention initiatives and programs are in place and functioning as intended. In addition to these directives, all TRADOC staff, SMCs, and first-line supervisors will immediately implement the new TRADOC directives cited in paragraph 6 of this plan. A list of DoD, Army, and TRADOC regulatory accident prevention initiatives and programs are included in Appendix 1 (List of Directed Programs).

e. IAW CSA/Secretary of the Army Letter to Leaders of the United States Army, February 8, 2006, ensure all battalion commanders enroll and complete the Army Readiness Assessment Program (ARAP) within 90 days of assuming command, and that they complete a second assessment at their mid-tour. The ARAP will also be included in TRADOC's Command Inspection Program for **battalion-level commanders, and commanders/commandants should be** prepared to brief ARAP findings and recommendations during

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command visits and at safety briefings. Registration instructions are accessible through the Combat Readiness Center (CRC) at: <https://unitready.army.mil>.

f. In order for commanders to evaluate the successful implementation and effectiveness of all directed programs (both previous and newly directed) to lower non-combat deaths, measurable and quantifiable metrics have been established. These metrics are also a reporting mechanism for command forums up to and including the TRADOC Quarterly Executive Safety Council (QESC). Command forums and their relationships are discussed later in this plan. Criteria for these metrics are based on the following tenants:

- (1) Metrics are based on directed programs (both previous and newly directed TRADOC programs).
- (2) Individual safety programs are measured in four key areas:
  - (a) General safety program management.
  - (b) POV safety.
  - (c) Water safety.
  - (d) Heat injury prevention.

(A corresponding checklist to measure each area is provided in Appendix 2 (Directed Program Metrics) of this plan. Commanders will assess each area IAW the checklists and criteria provided and assign a "GO" or "NO-GO" to reflect the current status of that specific area or element. For those areas that do not apply there is a "N/A" block for commanders to check. All critical safety metrics are highlighted and "weighted.")

(3) From these checklists each commander's safety program status will be rated "Green" (90-100% implementation), "Amber" (70-89% implementation), and "Red" (<70% implementation). Receiving a "NO-GO" in a critical safety metric will rate the entire program status "Red" regardless of the "GO" percentage.

(4) Commanders will roll-up their overall program status from the checklist using the series of slides and instructions provided in Appendix 3 (Briefing Slides for QESC) of this plan.

g. The SMCs implement this plan on receipt. The SMCs brief the status of their safety programs during the Executive Safety Council (ESC) Video Teleconference (VTC) on 21 April 2006. The results of the ESC will dictate modifications of this plan.

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## 5. Safety Plan Synchronization and Integration.

a. There are a number of command forums to track and highlight successes and identify areas that need improvement. The following provides a brief description of each command forum:

(1) The Quarterly Executive Safety Council (QESC). The QESC is the primary status reporting and tracking mechanism for all Schools/Centers. The QESC meets via VTC on a quarterly basis and includes all SMCs, TRADOC special staff, as well as their respective safety directors. During the QESC, each SMC briefs the status of their safety and risk reduction programs using the briefing slides at Appendix 3 and from their Risk Reduction Program (RRP) data. The QESC also includes the presentation of a selected Fatality After Action Review and an open discussion to share good ideas, success stories, and program improvements.

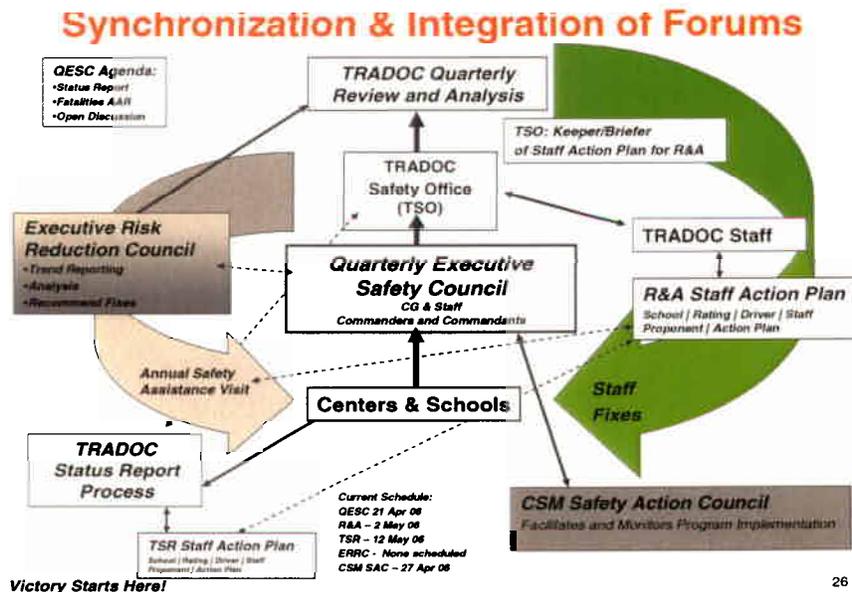
(2) Command Sergeant Major (CSM) Safety Action Council. This forum meets on a quarterly basis via VTC and is limited to senior CSMs at each TRADOC major subordinate command. The CSM Safety Action Council reviews past performance, lessons learned, near safety misses, and safety issues associated with future training and operations. In addition, it will facilitate the exchange of information from the QESC and dissemination of information through the NCO chain of command to individual Soldiers. The CSM Safety Action Council also monitors and assists commanders in implementing those programs at the QESC.

(3) Executive Committee for Risk Reduction (ECRR) meets on a quarterly basis and is chaired by the Deputy Chief of Staff for Personnel, Installations and Logistics (DCSPIL). The ECRR functions as the senior advisory body for Risk Reduction (RR), and is responsible for TRADOC oversight of the holistic behavioral RRP. The ECRR also identifies required policies and programs to reduce incidents and supports RR policy/program initiatives that are consistent with the Risk Prevention Campaign Plan and the Military Health System Strategic Plan goals, providing a fit and ready force. The DCSPIL will also brief RR analysis from the RRP to the QESC and roll-up TRADOC RR data during the TRADOC Quarterly Review and Analysis (R&A).

(4) TRADOC Quarterly R&A. This is the TRADOC Staff's assessment of how well they are accomplishing their mission. It ensures resourcing is consistent with priorities and provides the CG command information that impacts TRADOC's core competencies. During the R&A, CSO briefs the results of the TRADOC Safety Plan roll-up (Appendix 3) from the QESC, and the corresponding TRADOC Status Report (TSR) Staff Action Plan. In conjunction with the CSO brief, DCSPIL briefs the TRADOC RR roll-up from the QESC.

(5) TRADOC Status Report (TSR). This is a TRADOC initiative to provide senior leaders a quarterly snapshot of readiness. The TSR is based heavily on the Unit Status Report and AR 220-1. All battalion-level units report the TSR each month. Quarterly, the TSR is briefed to the TRADOC Command Team and a VTC is held with the reporting commandants or their representatives. Reporting units submit issue sheets impacting the readiness of their command for the TRADOC Staff to work. These issues are addressed back to the submitting unit within 7 working days. Issue sheet responses become the TSR Staff Action Plan. Issue sheets and staff responses impacting safety are forwarded to the CSO for inclusion in the safety staff action plan.

b. Integration of the above forums and how each inter-relates is depicted in the figure below. SMCs brief their safety program status through the QESC. SMCs submit issue sheets related to safety during the TSR. DCSOPS&T assigns safety-related issue sheets to the appropriate staff proponent for action. The directed staff provides a response, through DCSOPS&T and CSO, to the SMCs. The CSO uses this data to build and maintain the TRADOC Staff Action Plan that addresses each safety issue identified, along with corrective actions taken. Staff Action plans are briefed IAW paragraph 5a(4) above, and recommendations for improvement from the R&A are relayed back to the TRADOC Centers/Schools to assist in fixing any shortfalls.



6. Responsibilities.

a. TRADOC CSO will-

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(1) Schedule, coordinate, and provide oversight of the QESC.

(2) Consolidate and maintain a TRADOC Staff Action Plan for identified shortfalls from Schools/Centers Safety Programs.

(3) Report overall safety program status and identified shortfalls from the staff action plan and commander safety program status briefs from the QESC during the TRADOC Quarterly R&A.

(4) Lead or assist in safety-related issues raised by the TRADOC Centers/Schools through the TSR process.

b. In accordance with this plan, the Secretary of the General Staff will publish the Holiday Observances and Organization Day schedule.

c. The DCSPIL will-

(1) Brief the RR roll-up from the QESC during the R&A.

(2) Brief the TRADOC Risk Reduction status for all SMCs during the QESC.

d. The DCSOPS&T will-

(1) Plan and execute the TSR and R&A.

(2) Ensure safety-related TSR issue sheets are assigned and answered by the appropriate staff proponent.

(3) Maintain the overall TSR Staff Action Plan.

e. Other TRADOC Staff proponents will-

(1) Execute action plan responsibilities in support of the TRADOC Safety Plan.

(2) Address shortfalls identified during the QESC and any issues reported during the TSR process.

f. Senior Mission Commanders will-

(1) Identify Safety Program resource constraints during the QESC and TSR.

(2) In an effort to stop Soldiers from hurrying back to their units following heavily traveled holiday weekends, TRADOC will adjust the current Holiday Observances and Organization Day schedule to reflect a change in training holidays for major

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Federal holidays (i.e., Christmas, New Year's, Memorial Day, Independence Day, and Labor Day) as follows:

(a) If the major Federal holiday falls on a Monday, the corresponding training holiday will be on the Tuesday after the major Federal holiday.

(b) If the major Federal holiday falls on a Friday, the corresponding training holiday will be on the Thursday preceding the major Federal holiday.

(c) Commanders can request to deviate from the published TRADOC training holidays based on mission requirements and analysis. Submit requests, along with justification, to DCSOPS&T for approval.

(3) Establish a Motorcycle Mentorship Program using the guidelines and by-laws outlined in the U.S. Army Motorcycle Mentorship Program. A copy of the program guidelines, by-laws, and a sample charter are found in Appendix 4 (U.S. Army Motorcycle Mentorship Program) of this plan.

(4) Brief the following areas during the QESC:

(a) The overall assessment of the directed safety program metrics from Appendix 2, using the slide packet found at Appendix 3.

(b) Three areas of commander focus for each quarterly RR Program scorecard slides output from the Army Center for Substance Abuse RR Program (ACSAP) (example slide is located in Appendix 5, Risk Reduction Program Scorecard Slide Examples). If applicable, there are three areas for TRADOC permanent party and three areas for TRADOC trainees.

g. Commanders/commandants at all levels will-

(1) Take appropriate administrative action for any Soldier convicted of DUI/DWI per AR 190-5, paragraph 2-7.

(2) Ensure that the appropriate level of command counsels any Soldier cited for any "at fault" accident and/or repeated moving violations. The counseling will direct attendance at an approved remedial driver's training program (per DoDi 6055.4 paragraph E3.3.2 and AR 600-55, paragraph 4-5) within 30 days of counseling. Failure to attend this training should result in the revocation of installation driving privileges. Soldier will be counseled using DA Form 4856, Developmental Counseling Form. Based on the severity of the violation(s), appropriate level commanders may also deny or limit the Soldier's pass privileges and recommend suspension or revocation of

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installation driving privileges if warranted. Administrative action concerning installation driving privileges will be consistent with the provisions of AR 190-5.

(3) Institute the following TRADOC POV tools. Details for each are found in Appendix 6 (TRADOC Directed Tools) of this plan.

- (a) Six Point POV Program.
- (b) Post the Command Leave and Pass Program.
- (c) Commander's Safety Briefing Guide.
- (d) Chain of Command Calling Cards.
- (e) Commander's Policy on Motor Vehicle Violations/POV Safety.

(4) Review the other safety resources found at the CRC web site (<https://crc.army.mil>) and employ as appropriate to compliment the directed programs.

(5) Implement and measure all directed programs as outlined in this plan.

(6) Ensure all first-line supervisor responsibilities are implemented.

(7) Continuously strive to reduce non-combat deaths of Soldiers under their command.

h. First-line Supervisors will-

(1) Use the TRADOC Individual Soldier Risk Assessment and Counseling (ISRAC) booklet located in Appendix 7 (ISRAC Booklet) of this plan to enhance individual Soldier counseling for those under 26 years of age or identified as "at risk." The booklet provides:

- (a) A short discussion on the reasons to use the form.
- (b) Questions to use during the counseling.
- (c) A "risk target" to identify and track areas of concern.
- (d) Counter-measures to help reduce risk.
- (e) Points of contact.

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(f) Monthly record of counseling.

(A record of this booklet will be maintained in the Soldier's counseling record. During each counseling session, the first-line supervisor will use the booklet and document any comments and observed behaviors in the "monthly record of counseling" section of the booklet.)

(2) Make Soldiers aware that if a Line-of-Duty Investigation is initiated as a result of a motor vehicle accident, the investigating officer will consider all relevant factors, including those listed in AR 600-8-4, paragraph 4-14, in making determinations. Additionally, these factors may be considered by the DA Physical Evaluations Board and Department of Veteran's Affairs in determining a Soldier's benefits. An Information Paper regarding the potential loss of benefits associated with a "not in the line-of-duty" determination due to Soldier misconduct is located in Appendix 8 (Information Paper on Potential Loss of Benefits Associated with a "Not in the Line-of-Duty" Determination).

(3) Identify all Soldiers operating or intending to operate a motorcycle or All-Terrain Vehicle (ATV), and ensure they understand and sign the "TRADOC Motorcycle Operator/ATV Requirements and Individual Responsibilities Agreement" located in Appendix 9 (TRADOC Motorcycle Operator/ATV Requirements and Individual Responsibilities Agreement) of this plan.

(4) Use the Army Safety Management Information System (ASMIS-2) with any Soldier who is either under 26 years of age or considered an "at risk" driver prior to them traveling by motor vehicle out of the local commuting area (greater than 100 miles). Supervisors should also encourage others under them to use ASMIS-2 prior to traveling. The purpose of ASMIS-2 is to begin a dialog between first-line leaders and Soldiers to:

(a) Ensure a trip is sufficiently planned.

(b) Ensure safe vehicle operating condition, current insurance, and validity of driver's license prior to driving.

(c) Allow supervisor to give pre-trip safety brief.

(d) Remind Soldiers of important vehicle safety information prior to a planned trip.

(Once completed, a copy of the risk assessment will be printed and signed by both the Soldier and the supervisor, and kept on file until the Soldier returns to duty. If Soldiers or supervisors cannot access the CRC web site or cannot log into

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ASMIS-2, they can use the POV Risk Assessment Checklist located in Appendix 10 (POV Risk Assessment Checklist) of this plan in place of ASMIS-2.)

7. Soldiers are our most precious resource. This plan is one means to protect that resource. Commanders at all levels must play an active part in determining their programs and initiatives to ensure safety accountability to best support the overall effort of protecting the force.

8. Point of contact is Cathy Pierce, Director, TRADOC Safety Office, DSN 680-5921, (757) 788-5921.

9. Victory Starts Here!



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