



DEPARTMENT OF THE ARMY  
HEADQUARTERS, JOINT MULTINATIONAL READINESS CENTER  
UNIT 28216  
APO AE 09173-8216

REPLY TO  
ATTENTION OF:

AETT-OG-CO

10 February 2012

MEMORANDUM FOR ALL JMRC and Hohenfels Military Community and Leaders,  
Soldiers, and Civilians

SUBJECT: Commander's Policy Letter 1-8, Safety

1. References.

- a. DODI 6055.04 DoD Traffic Safety Program, 20 April 2009.
- b. Army Regulation 385-10, The Army Safety Program, Rapid Action Revision (RAR), 04 October 2011.
- c. Army Pamphlet 385-10 Army Accident Program Rapid Action Revision (RAR), 19 January 2010.
- d. Army Pamphlet 385-40 Army Accident Investigation and Reporting Rapid Action Revision (RAR), 25 February 2010.
- e. Field Manual (FM) 5-19, Composite Risk Management, 21 August 2006.

2. Purpose. To establish procedures in order to safeguard and preserve Army resources within Joint Multinational Readiness Center (JMRC), including Soldiers, Army civilians, and Army property) against accidental loss.

3. Accidents not only cause a lower quality of life and degrade mission performance, but also impact our greatest resource Soldiers and Families. Although our mission is complex, demanding, and sometimes hazardous, the keys to our success are accomplishing that mission safely and living in a safe environment. As U.S. Army Europe's doctrinal experts and operational teachers, we must establish a model safety program to maintain our credibility in the following four critical areas - leadership, individual responsibility/personal responsibility, discipline, and risk management.

a. **Leadership** -- This is one of the key elements of safety. Leaders must be thoroughly familiar with Composite Risk Management and integrate the risk management process into all phases of operations from the Military Decision Making Process (MDMP) through completion. Leaders must set the example and enforce standards.

b. **Individual Responsibility / Personal Responsibility** -- Take responsibility for your actions. Remember that your actions may have far reaching consequences. Think before you act in all you do at work, at home, and everywhere in between.

c. **Discipline** -- Means taking ownership of the safety program and getting involved. It is not just the Commander's Safety Program; it is your safety program. Everyone is equally responsible for safe actions and conduct. Safety is a state of mind 24 hours a day, seven days a week, on and off duty.

d. **Risk Management** -- Is a tool to ensure training exercises and missions are conducted in as safe a manner as possible. Every Soldier and civilian must understand and apply the five-step Composite Risk Management (CRM) process to everything you do -- Identify Hazards, Assess Hazards, Develop Controls & Make Risk Decisions, Implement Controls, and Supervise/ Evaluate. The Army has come a long way in the risk management business; however, we still haven't reached the sustained phase, and will not until we start training and developing our junior Soldiers in this process. JMRC will conduct CRM using the following procedures:

- 1) Every Soldier assesses for risks the tasks they are required to perform.
- 2) Every first line leader/supervisor trains Soldiers in CRM, and conducts a risk analysis for all operations before they are conducted.
- 3) Every leader/supervisor trains his/her first line leaders, and performs a quality assessment of any risk assessment and mitigation measures.
- 4) All soldiers and civilians are required to successfully complete the online Composite Risk Management Course and the Accident Avoidance Course online at <https://safetylms.army.mil/>.

#### 4. Guidance.

a. An Additional Duty Safety Officers (ADSO) will be appointed at the Battalion/Observer Controller Team level, and an Additional Duty Safety NCO (ADSNCO) will be appointed at Company level IAW AR 385-10, Chapter 2, paragraph 2-6(d). All Soldiers assigned to these duties will complete the Additional Duty Safety Course (ADSC) and the Commanders Safety Course (CSC) online at <https://safetylms.army.mil/>). The ADSC and CDC will be completed within 30 days of assignment as an ADSO.

b. Company grade officers must complete the Commander's Safety Course online within 90 days of assignment to JMRC.

c. Supervisors will ensure Job Hazard Analyses (JHA) of work areas have been completed and updated annually as needed. Specific guidance and examples of JHAs

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can be found on the JMRC Share portal at <\\Hohe0054bavs200\jmrc\S-3\Public\Safety\Job Hazard Analysis>

d. Accident reporting. All Abbreviated Ground Accident (AGAR) reports will be reported through their respective chain of command, will be reviewed by the JMRC Safety Office, and signed by the battalion commander, the OC-Team 07, or the senior officer that is in charge of the facility. The AGAR's must be turned to the JMRC Safety office within 14 days from the date of the accident in order to submit them to the Combat Readiness/Safety Center in the required time.

5. Managing off-duty risk is critical to meeting the Army goal of *Reducing Off-Duty Loss of Life*. We must remain decisively engaged in ensuring that Soldiers avoid risky behavior. Soldiers are required to complete the TRIPS Risk Assessment Tool (AKO log in required) at [https://trips.safety.army.mil/ako\\_auth/TRIPS/profile.aspx?e=sup](https://trips.safety.army.mil/ako_auth/TRIPS/profile.aspx?e=sup) for all planned motor vehicle trips before going on an extended weekend, pass, leave, or TDY. This will help the Soldier plan the trip with any hazards that have been identified through accident investigations of similar trips, and offer controls to mitigate the known hazards. Commanders/Team 07's will ensure the following actions are completed:

a. Counseling -- a leader led meeting involving face-to-face/Soldier-to-Soldier guidance, and a personal "behavior contract," verifies steps to mitigate high risks identified in the TRIPS assessment.

b. Personally Owned Vehicle (POV) Inspection -- besides the normal annual inspection ensuring the serviceability of the vehicle, a POV safety inspection will be conducted to include vehicle registration, proof of insurance, and individual driver license prior to every driving trip, 4 day weekend, and block leave period.

6. Commander's and O/C Team 07's should review any pertinent DUI/DWI incidents, and vehicle accidents to see where situations occurred, and increased leader/supervisor involvement needs to be in place.

7. Tactical safety support during training, contingency, and tactical operations is intended to reduce losses of manpower and equipment, and conserve combat power.

a. CRM will be integrated into all tactical operations IAW FM 5-19.

b. All plans and orders will address applicable operational specific manuals, CRM, and safety management specific issues.

c. Environmental hazards, such as high altitude, vector hazards, contaminated food and/or water, poor air quality, heat and cold, must be assessed using the CRM process and appropriate methods put into place to minimize risks/hazards.

d. Document hazards encountered and controls used to control them, as well as how safety planning could have been improved to better serve the mission using AAR's.

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8. Safety Awards Program. Battalions, or equivalent, that have completed 12 consecutive months without experiencing a Soldier/unit Class A or B accident, have 100-percent completion of CRM training, and completion of the Army Readiness Assessment Program (ARAP) within the last 24 months at the time of submission are eligible for the Army Safety of Excellence streamer.

9. Unit/Team sponsored functions where alcohol will be served or is available require review, and must be approved by an O-5 in the chain of command.

10. Our Soldiers and their families are our most precious resources. This demands our commitment to reduce risks to their safety through all reasonable measures. We must ensure that safety and risk management considerations are embedded in all official and unofficial events.

11. POC for this memorandum is the JMRC Safety Office at DSN 520-5943/5327.



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Commanding