DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
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AEAGA-S

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army in Europe Command Policy Letter 3, Safety

1. This letter supersedes Army in Europe Command Policy Letter 3, 29 September 2005.

2. References:

a. AR 15-6, Procedures for Investigating Officers and Boards of Officers.

b. AR 27-20, Claims.

c. AR 385-10, The Army Safety Program.

d. AR 385-40, Accident Reporting and Records.

e. AR 385-95, Army Aviation Accident Prevention.

f. AE Regulation 385-40, Accident Reporting and Records.

g. AE Pamphlet 385-15, Leader's Operational Accident-Prevention Guide.

3. I am the USAREUR Safety Officer and my goal is *No Loss of Life*. This goal applies to both aviation and ground safety, both on duty and off duty. We will do everything possible to meet this goal by taking care of our Soldiers, civilian employees, family members, and equipment.

4. Safety is an inherent leadership responsibility and is everyone's business. We must implement appropriate measures at all levels to prevent unsafe actions and conditions that are robbing us of our most precious asset: our people. First-line leaders must be empowered to ensure a safe environment in their units and held accountable for meeting standards. *Don't Walk By* represents our commitment to making on-the-spot corrections. Enclosure 1 provides basic safety tenets, which leaders should use to develop their own safety philosophy.

5. Safety, both air and ground, must be integrated into everything we do. That means doing the right thing, the right way, all the time.

a. We as leaders are responsible for the actions and omissions of the Soldiers and civilians we lead, both on and off duty. In many respects, this is unique to our military culture. We must be concerned about the welfare and combat readiness of our Soldiers, including their physical and mental well-being, training, and personal and family readiness. Our philosophy must be overarching but simple: supervise, educate, reduce risk, and seek out and eliminate conditions, practices, and habits that threaten the safety of our people. Success is defined as a fully integrated and functioning safety program. The commander's commitment and presence set the tone for success.

This letter is available at https://www.aeaim.hqusareur.army.mil/library/.

b. Where are we at risk? Our recent history clearly shows that motor vehicles—specifically privately owned vehicles (POVs), with motorcycles leading the list—are our biggest fatality risk. Our biggest lost-time injury risk is on- and off-duty sports, along with vehicle accidents. Our biggest aviation risk is human-error based collisions with objects (wires, trees, the ground, and so on) and inefficient crew coordination. Use this information together with USAREUR and subordinate unit safety-campaign composite-risk assessments to make a complete threat assessment. Leaders at all levels must ensure that their Soldiers understand and are physically and mentally prepared for the threats they will encounter.

6. AR 385-10 establishes the Army Safety Program. AR 385-95 addresses Army aviation accident prevention. In addition to these regulations, commanders will comply with the following:

a. Safety Training for Leaders. Before taking command, officers must complete the online Commander's Safety Course. The senior noncommissioned officer (NCO) in the organization must complete the Commander's Safety Course, the Senior NCO Safety Course, or the 40-hour Safety Officer/NCO Course (SOC 40).

b. Safety Training for Additional Duty Safety Personnel. USAREUR task forces and units (company level and above) must have a safety officer or NCO appointed on orders and working for the commander. Within 30 days after appointment, the individual must complete the online Additional Duty Safety Course (*https://safetylms.army.mil*). Within 90 days after appointment, the individual must attend SOC 40. These are two separate requirements. USAREUR detachments, including rear detachments, must meet the Additional Duty Safety Course requirement as a minimum.

c. Safety Campaigns. I will issue semiannual safety campaigns that define and target specific risks and the program structure. Commanders of USAREUR major subordinate commands will establish directives that implement the intent and specific requirements of these campaigns.

d. Under the Oak Tree Counseling. We must remain decisively engaged to ensure that young Soldiers avoid risky off-duty behavior. The method for leaders to interact with their Soldiers is called *Under the Oak Tree Counseling*. Before weekends and holidays, and before Soldiers go on pass or leave, first-line officers and NCOs will give a composite risk briefing, and first-line NCOs or supervisors will meet with each Soldier to discuss the Soldier's off-duty plans. This process ensures that leaders are aware of their Soldiers' plans and have made a verbal agreement on the steps to be taken to manage identified risks. This is not a paper-based recordkeeping program. This is a leader program without paper. The intent of this policy applies equally to Soldiers managed by civilians. Enclosure 2 provides more information.

e. Unit Safety Certification. Unit safety certification incorporates fundamental, unit-centric safety-program elements into a single recognizable program. Commanders must maintain unit safety certification as personnel rotate. They also must maintain the objectives of this program while deployed outside the USAREUR area of responsibility. Enclosure 3 provides information on certification requirements.

f. Safety Alerts.

(1) McKiernan Sends Messages. Whenever significant events occur that affect the Army in Europe, and whenever major risks arise that threaten the safety of our personnel, I will issue a McKiernan Sends safety-alert message. My intent in issuing these messages is to quickly communicate important and useful information to all personnel, top to bottom. McKiernan Sends messages will be posted on unit bulletin boards and distributed in every way possible to meet my intent of immediate top-to-bottom notification.

(2) Army Preliminary Loss Reports (PLRs). The United States Army Combat Readiness Center (USACRC) issues PLRs on accidental fatalities Army-wide. Commanders who receive these PLRs will forward them to their subordinates. These PLRs serve two purposes: they teach our personnel how to avoid hazards, and they ensure that everyone sees and personally relates to the magnitude of the losses taking place across our Army.

g. CG Safety Council. The CG Safety Council is a forum of senior leaders from brigade-level units and above, including leaders from IMA-EURO and major tenant activities. Meetings are conducted twice a year and attendance is mandatory. These meetings are my personal *Under the Oak Tree* opportunity to communicate directly with commanders and emphasize issues that affect our risk posture. During these meetings, we will take time to closely examine an accident of my choosing in a no-holds-barred, after-action review (AAR) format and participate in professional development led by Government and industry experts.

h. Knowledge and Assessment Tools. The USACRC continues to develop communication processes and tools to bridge gaps in knowledge and experience. The USAREUR Safety and Occupational Health Office also sponsors a safety e-mail list server that allows each participant to communicate horizontally and vertically with all safety personnel in the Army in Europe. Safety officers and safety NCOs must register with the Eur-Safety Net List Server. This is a critical tool for meeting local challenges at all levels, sharing ideas and documents, and making informal coordination.

i. Risk-Management Requirements. AE Pamphlet 385-15 and the AE Pamphlet 385-15-1 through -7 series provide a summary of risk-management information and policy. Commanders and leaders will follow the guidance in these pamphlets.

7. Safety is a leadership responsibility, but every Soldier has an individual responsibility in ensuring safety. Soldiers must have the courage to step forward and speak up when they observe unsafe actions or conditions. Risk affects every aspect of our daily lives. Through education, awareness, supervision, and responsible composite risk management, we can produce an environment that is safe for our Soldiers and their families. *Don't Walk By.*

8. Soldiers at all levels will comply with the accident-reporting and investigation process to efficiently target risk areas. For class A through C on-duty accidents, I expect two separate investigations: an independent safety investigation in accordance with AR 385-40 and AE Regulation 385-40 to identify what happened, why, and what we should do to keep it from happening again; and a separate, collateral investigation for accountability purposes conducted under the provisions of either AR 27-20 or AR 15-6, as appropriate. I will be given an outbriefing on all fatal on-duty accidents within 30 days after they occur. Within 30 days after a fatal off-duty accident, the unit commander will give a verbal AAR to the first general officer in his or her chain of command. A summary of the AAR results must be sent through the chain of command to me for my review. All relevant lessons learned must be shared through the USAREUR Safety and Occupational Health Office.

9. Commanders should reward leaders and Soldiers by using the awards program to showcase and reinforce positive safety behavior. Awards for safe conduct and activities are a powerful motivating tool. You and your unit must have a strong awards program as a cornerstone to your safety program.

10. I encourage commanders participating in multinational exercises or operations to share our safety philosophy, processes, and tools to improve our overall coalition risk posture.

11. An effective safety program requires an engaged commander and leader climate, down to and including first-line supervisors. Deliberate, composite risk management and taking care of one another are full-time responsibilities that directly affect unit readiness.

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DAVID D. McKIERNAN
General, USA
Commanding

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LEADER SAFETY FUNDAMENTALS

• **ESTABLISH A COMMAND CLIMATE THAT LEVERAGES TEAMWORK, DISCIPLINE, AND OWNERSHIP OF MISSION.** Leaders can establish a command climate that emphasizes the importance of safety by fostering teamwork, discipline, and ownership of the mission. This requires continual education that builds an attitude of safety consciousness in every member of the unit. Facilitate this environment with lateral information and tool-sharing.

• **RECOGNIZE THAT SELF-DISCIPLINE, KNOWING WHAT "RIGHT" LOOKS LIKE, AND LEADERSHIP ARE KEYS TO SUCCESS IN ALL THAT WE DO.** Inherent to leadership authority is the obligation to issue and enforce standards. We can make our Soldiers safer by training them to standard in their individual and collective tasks, ensuring they know what right looks like, and ensuring they have the self-discipline to do what is right. Demand performance to standard and take decisive action when standards are violated.

• **SEEK BALANCE.** Combat is an extraordinarily dangerous activity in which success often involves risk. For this reason, we value leaders who are responsible risk-takers—those who properly balance risk with mission accomplishment. In combat, we constantly assess risk; when the risk is too high, we seek other means of approaching the mission. Leaders must use this philosophy in their training programs. Our goal is to train realistically and safely, and to recognize and assess risk as we do in combat. However, we also must recognize that our risk-acceptance threshold must be readjusted on redeployment to garrison.

• **EXECUTE TRAINING TO STANDARD.** Commanders and command sergeants major are responsible for approving training and executing it to standard. Meet the safety requirements in AE Pamphlet 385-15.

• **INTEGRATE COMPOSITE RISK MANAGEMENT INTO ACTIVITIES.** Leaders at every level will integrate composite risk management into all activities, both on and off duty. High levels of residual risk must be elevated to the battalion or brigade level for decision. Extremely high levels of residual risk must be elevated for decision to the first general officer in the chain of command.

• **ENFORCE RESPONSIBLE BEHAVIOR.** Raise awareness of personal risk and insist that our people develop a sense of responsibility for their own well-being. Discourage risky off-duty behavior that could lead to injury or death. Leaders should know who is at risk in their units, understand the potential effects of rapidly changing environments, and train and educate their subordinates accordingly. Identify and eliminate hazards to Soldiers, civilians, and family members.

• **ESTABLISH EMERGENCY-CONTACT AND "RIDE-HOME" PROGRAMS.** Units must ensure that their Soldiers know whom to call when they are at risk. Ride-home programs should encourage Soldiers who need a ride to request one from their unit, the military police, or personnel involved in voluntary Soldiers Against Drunk Driving (SADD) programs.

MEETING UNDER THE OAK TREE

1. General.
Managing off-duty risk is critical to meeting our goal of *No Loss of Life*. We must remain decisively engaged in ensuring that Soldiers avoid risky behavior. Before weekends and holidays, and before Soldiers go on pass or leave, first-line officers and noncommissioned officers (NCOs) will give a composite risk briefing, and first-line NCOs or supervisors will meet with each Soldier to discuss the Soldier's off-duty plans. This process ensures that leaders are aware of their Soldiers' plans and have made a mutual, verbal contract on the steps to be taken to manage identified risks. The intent of this policy applies equally to Soldiers managed by civilians.

2. Meeting Under the Oak Tree.

a. Meeting Under the Oak Tree is the road to success. This refined, back-to-basics initiative shows our commitment as leaders and is truly "taking care of Soldiers." The Meeting Under the Oak Tree requirement complements and must be used with individual risk assessments. This is not intended to be a paperwork meeting and written records of the meeting are not necessary or desired. The meeting is intended to be a leader-to-led meeting with face-to-face, Soldier-to-Soldier guidance given and a personal "behavior contract" agreed to. Meeting Under the Oak Tree ensures that the first-line leader or supervisor is able to make a verbal contract with the Soldier in which the Soldier agrees to take steps to mitigate risks identified in the assessment.

b. Soldiers who plan to drive a car or ride a motorcycle on a trip during the period under review and their first-line leaders must pass additional gates.

(1) The Soldier and the first-line leader must have completed the Driver's Risk Awareness Questionnaire (*http://www.per.hqusareur.army.mil/services/safetydivision/leader_tools.htm*). This is a one-time requirement for each licensed Soldier. Leaders, however, should ensure that a new baseline is established when conditions change. Unit leaders are encouraged to download the Excel spreadsheet program and ensure that it is available for use in the local area.

(2) For each trip they make, Soldiers should be encouraged to complete the online United States Army Combat Readiness Center (USACRC) Automated Safety Management Information System (ASMIS-2) Privately Owned Vehicle (POV) module. This is a good tool and can be of real benefit to all Soldiers. If access to the USACRC website is not available, Soldiers may use the USAREUR Off-Duty Risk-Assessment Card. This PowerPoint document should be downloaded from the USAREUR Safety website at *http://www.per.hqusareur.army.mil/services/safetydivision/leader_tools.htm* and made available at the unit for Soldier use.

(a) ASMIS-2 POV. ASMIS-2 POV is an online, automated risk-management tool that leverages known POV accident hazard information and provides targeted information to help make practical, informed decisions. The ASMIS-2 POV module is intended for use by POV drivers traveling outside the local area on pass, leave, temporary duty, or permanent change of

station. The tool calculates a numerical risk based on the answers to questions, such as the trip start-point and destination, the type of vehicle to be used, the amount of sleep the previous night, and so on. Responses are compared to accidents in the Army database and relevant accident summaries are provided for review. Users are shown areas where better choices can reduce their risk level. Finally, a risk level is determined after applying risk-mitigation fundamentals.

(b) Using the System. Before beginning, users must know their Army Knowledge Online (AKO) login and password, and their leader's e-mail address. ASMIS-2 POV is available through the link on the upper left side of the Combat Readiness Center website at *https://crc.army.mil/home*. Users must enter their AKO user name and password to reach the *Risk Assessment Tool* selection screen. From there they can choose the POV tool. Supervisors can view risk assessments completed by their subordinates by selecting *View risk assessments for your subordinates*.

3. Basic Responsibilities.

a. First-line officers and senior NCOs are responsible for conducting unit composite risk-management briefings.

b. First-line NCOs are responsible for—

(1) Knowing the Soldier.

(2) Reviewing risks associated with their Soldier's activities.

(3) Considering the range of composite risk-management factors and asking pointed questions to determine risks.

(4) Considering the unit risk-reduction profile.

(5) Providing advice and counsel on risk mitigation.

(6) Making a *Go* or *No Go* decision on the plan. NCOs will not allow Soldiers to go on pass or leave until they are satisfied that the risks have been identified and sufficiently mitigated, and the Soldier and NCO have made a verbal agreement as to how to mitigate the risks.

(7) Holding the Soldier appropriately accountable for his or her actions.

c. The Soldier is responsible for—

(1) Making required assessments before the meeting.

(2) Openly discussing plans and associated risks for the period under review.

(3) Abiding by the verbal contract and following the risk-assessment and risk-management process as conditions affect the contract.

d. The Soldier and the NCO are jointly responsible for—

(1) Completing their obligations for the one-time Driver's Risk Awareness Questionnaire (applicable to drivers).

(2) Making a mutual agreement and executing a verbal "safe behavior" contract covering courses of action for the period under review, and any contingency plans.

e. Battalion leaders are responsible for verifying the integrity of this process and ensuring that subordinate leaders and Soldiers adhere to safety standards.

UNIT SAFETY CERTIFICATION

Unit safety certification must be maintained as personnel rotate. Certification requirements are as follows:

a. Each brigade, battalion, and company commander must complete the Commander's Safety Course. The United States Army Combat Readiness Center (USACRC) provides this online at *https://safetylms.army.mil*.

b. Each senior noncommissioned officer (NCO) at each command level must complete one of the following three courses:

- Commander's Safety Course.
- Senior NCO Safety Course.
- CATC Safety Officer/NCO Course (SOC 40).

c. Each unit (company level and above) must have at least one SOC 40-trained additional-duty safety officer or NCO, or have assigned safety personnel with an aviation safety skill identifier on orders and working in his or her area of responsibility. Within 30 days after appointment, the additional duty safety officer or NCO must have taken the online Additional Duty Safety Course. This course is at *https://safetylms.army.mil*. Both the online course and SOC 40 are required for safety officers and NCOs who do not have an aviation safety skill identifier.

d. Commanders will ensure that subordinates have ready access to the risk-management tools available on the USACRC and USAREUR Safety websites. Our challenge with lowering the accident rate is related to the depth of knowledge and experience of the leadership closest to the troops. Junior leaders have minimal experience from which to make sound, risk-based decisions. Therefore, leaders must know where to find tools to compensate for "gaps" in experience or knowledge. The USACRC has a wide variety of tools to provide junior leaders "instant expertise." These tools must be combined with mentoring using a "three-deep leadership" method consisting of "contact-level" leadership and backed up with two levels of active leader guidance, mentoring, and assistance.

e. Safety officers and safety NCOs must register for the Eur-Safety Net List Server. Aviation safety officers and NCOs should also register for the USAREUR Aviation Safety Officer List Server. Instructions for registering are available at *http://www.per.hqusareur.army.mil/services/safetydivision/list_servers.htm*.

f. Safety officers and safety NCOs must register with and use the USACRC Risk Management Information System (RMIS) and the Accident Reporting Automation System (ARAS). (5th Signal Command, 7th Army Reserve Command, and the United States Army Europe Regional Medical Command, which officially report accidents to their respective parent major Army command, may follow accident-reporting guidance issued by their headquarters.)

g. Unit publications clerks must maintain subscriptions to the USACRC publications *Countermeasure* and *Impax* (and *Flightfax* for aviation units).