



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH UNITED STATES ARMY
UNIT #15236
APO AP 96205-5236

13 JAN 2006

EASF

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Eighth United States Army Safety Campaign (Zero Fatalities – R U Committed)

1. Safety is a readiness issue! Our safety performance in FY04 was the best ever and resulted in the command receiving the Chief of Staff, Army MACOM safety award. However, we experienced an unacceptable increase in accidents in FY05 that resulted in three fatalities and the loss of 37 million dollars in warfighting assets. As we continue to execute the nation's defense missions and transition to a modular Army, each of these losses becomes more important. Simply stated, we cannot afford losses from preventable accidents.
2. I am initiating a safety campaign designed to empower leaders to have the knowledge and personal courage to lead by example in order to reduce the potential for accidental injury and death of Soldiers, civilian employees, family members and Korean citizens and to preserve combat readiness. The campaign theme is "**ZERO FATALITIES -- R U COMMITTED?**" The campaign plan has six objectives along six lines of operations to guide actions. Commanders will operate within its framework with the goals of reducing accidents by at least 33% from FY05 and zero fatalities. To fully implement this plan, commanders will develop supporting operational plans, continuously assess hazards and risks, and adjust supporting plans as necessary.
3. I am fully committed to this effort and expect every leader from first line supervisor to the highest levels of command to be committed as well. We must exploit our leadership strengths to regain the accident prevention momentum and keep safety on the right track. This requires engaged leadership to ensure people are properly prepared to operate in this environment. Safety acuity must be resident from general officer to the lowest ranking members of our formations.
4. Everyone must assume responsibility and be held accountable for accident prevention. Safe behavior must become routine, habitual, and an automatic process for each of us, on and off duty. **ZERO FATALITIES -- R U COMMITTED?**

CHARLES C. CAMPBELL
Lieutenant General, USA
Commanding

Encls

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DISTRIBUTION:

COMMANDER

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DIRECTOR, INSTALLATION MANAGEMENT AGENCY/KOREA REGIONAL OFFICE
(SFIM-KO-ZA)

EIGHTH ARMY SAFETY CAMPAIGN



COMMITMENT TO SAFETY

Accidents are costly, preventable, and an unacceptable impediment to Army missions, readiness, morale, and resources. Therefore, Eighth U.S. Army (Eighth Army) is committed to an accident free environment under the guidelines of Army Regulation 385-10 and the Eighth Army Commanders' Safety Council that reinforce this policy. Through its accident free environment philosophy, Eighth Army is committed to the goal of reducing preventable accidents by at least 33% and **ZERO FATALITIES**. This goal can only be achieved by continuously and systematically improving our Safety Management System, reducing hazards, and modifying unsafe behaviors.



The names of the Soldiers, Civilian Employees, Family Members and Citizens whose lives you save will never be known. Your contribution will be that nothing happens to them because of your safety commitment.

SAFETY PROGRAM GUIDANCE

The campaign plan has six objectives along six lines of operations to guide actions.

The six objectives are:

Objective 1: Strengthen unit readiness programs through awareness & enforcement of Standards.

Objective 2: Model leader / Soldier behavior through personal example.

Objective 3: Integrate control measures that eliminate hazards or reduce risk.

Objective 4. Harness the power of our junior leaders.

Objective 5: Identify/assess individual risk factors & take action to apply controls to protect the soldier.

Objective 6: Instill preventive practices and responsible behavior at the individual and unit level.

The six lines of operations are:

LO 1 Command Climate

Command involvement is key to a successful safety program, and composite risk management must be integrated into every aspect of the unit's activities. The commander sets the limits within which unit personnel must operate. The degree of importance the commander places on safety will determine the emphasis it gets throughout the unit. The commander's commitment and engaged leadership set the tone for success. Establishing a command climate that encourages safe behavior and performance by all personnel in the command will serve as an enabler to safe behavior, on and off duty. Army Regulation 385-10 establishes the Army Safety Program, and Army Regulation 385-95 addresses Army Aviation Accident Prevention. Commanders should be familiar with and ensure compliance with these regulations. All of us, through our leadership, commitment, and engagement must accept the challenge to work safely and actively pursue injury and illness prevention. Commanders make the difference in Safety – never doubt it.

LO 1.1 Standards Handbook

The Eighth Army Standards Handbook provides information to Soldiers assigned or attached to Eighth Army about the basic standards for appearance, conduct and courtesy as established by Department of the Army and Eighth Army regulations and policies. The Handbook informs newly arrived Soldiers about they Korean environment



and the policies and procedures unique to this theater and provide answers and points of contact to address concerns Soldiers most often have upon arrival to a new unit.

LO 1.1.1 Objective: Ensure Soldiers understand and adhere to Army and Eighth Army basic standards for appearance, conduct, and courtesy.

LO 1.1.2 Measures of Effectiveness:

- Soldiers are aware of safety information, policies, and guidance.
- Soldier infractions against UCMJ and Host Nation laws decrease.
- Decrease the number of on and off duty incidents and accidents.

LO 1.1.3 Measures of Performance:

- 100% of Soldiers assigned to the command are issued a copy of the handbook.

LO 1.2 New Horizon Day Training

New Horizon Day Training is a forum to integrate, synchronize and focus the efforts and initiatives of Eighth U.S. Army elements towards enhancing ROK/US understanding, bolstering the ROK/US Alliance and improving safety and risk management.

LO 1.2.1 Objective: Inspire Soldiers and civilians assigned to Eighth Army to live the Army values and avoid dangerous and questionable behavior.

LO 1.2.2 Measures of Effectiveness:

- Soldier and military civilian infractions against UCMJ and Host Nation laws decrease.
- Decrease the number of on and off duty accidents and incidents.

LO 1.2.3 Measures of Performance:

- 100% of Soldiers and civilians are briefed on safety, Prostitution and Human Trafficking, Sexual Assault Prevention and Response, and Korean culture.
- Increased Soldier participation in safe Good Neighbor Program (GNP) activities. (Quarterly GNP reports)

LO 1.3 Accident Reduction Plan

The commander's Accident Reduction Plan should outline personnel responsibilities and provide implementation instructions, and methods the command will use to monitor the success of the safety program and make changes when necessary. Supporting plans should be based on the philosophy that accident prevention is an inherent function of leadership and should be a part of the commander's quarterly training guidance. The plan is a dynamic document based on accident analysis to spot trends in workplace behavior that can be targeted for change. The analysis provides

insight into safety issues that lead to accidents and injuries, and serves as the basis for the development of accident prevention policies

LO 1.3.1. Commanders will conduct an annual safety and occupational health program assessment by the end of the 2nd quarter each fiscal year, and develop supporting operational plans as necessary to correct shortcomings. In addition, they must be prepared to brief their supporting plans at the Eighth Army Commanders' Safety Council.

LO 1.3.2. Commanders will develop and disseminate relevant safety topics/messages (seasonal, operational, holiday, lessons learned, etc...). Safety topics should be based on assessments of where problems could occur.

LO 1.3.3 Objective: Identify safety issues that effect readiness and develop and implement appropriate countermeasures.

LO 1.3.4 Measure of Effectiveness:

- Soldiers are aware of safety information, policies, and guidance.

LO 1.3.5 Measure of Performance

- Percent of safety program assessment completed.

LO 2 LEADER INTEGRATION

LO 2.1 Commander's Safety Council

The Eighth Army Commanders' Safety Council is a forum for discussing safety problems and keeping commanders informed on the status of the command's accident prevention programs, policies, and initiatives. The Council will meet quarterly and shall address both ground and aviation safety topics. Subordinate commanders are encouraged to have similar forums.

LO 2.1.1 Objective: To enhance readiness by reviewing safety performance, sharing lessons learned and directing the use of the risk management process to detect and eliminate or control risk to mission, equipment, facilities, and personnel.

LO 2.1.2 Measure of Effectiveness

- Countermeasures implemented

LO 2.1.3 Measure of Performance

- Percent of members attended
- Number of countermeasure / program guidance developed

LO 2.2 Army/Unit Accident History

Unit Accident history is used to analyze accident trends. The United States Army Combat Readiness Center (USACRC) issues Preliminary Loss Reports (PLRs) on accidental fatalities Army-wide. The PLRs can be obtained at <http://8tharmy.korea.army.mil/safety> and click on the preliminary loss report icon.

LO 2.2.1 Access to unit accident history can be obtained at <https://crc.army.mil> and click on the RMIS icon. Units can also contact their unit safety office or the Command Safety Office for assistance.

LO 2.2.2 Commanders will ensure that subordinate leaders use the PLRs to teach their personnel how to avoid hazards, and to ensure that everyone sees and personally relates to the magnitude of the carnage taking place across our Army.

LO 2.2.3 Objective: Develop and disseminate lessons learned /PLRs to lowest level.

LO 2.2.4 Measure of Effectiveness

- Percent of Soldiers at the lowest level receiving lessons learned /PLRs.
- Soldiers are applying lessons learned.

LO 2.2.5 Measure of Performance

- Numbers of lesson learned developed
- Number of PLRs disseminated.

LO 2.3 Commanders/First Sergeants Course
To be developed

LO 3: TRAINING AND READINESS

LO 3.1 Command Inspection Programs
To be developed

LO 3.2 Inspection General Programs

a. The U.S. Forces Korea (USFK) and Eighth Army Inspector General (IG) is a personal staff officer to the Commander USFK and Eighth Army, responsible for looking into and reporting on the discipline, morale, readiness, economy, efficiency, training and readiness throughout the command. In addition, the IG has sworn duty to serve as fair and impartial and objective fact-finder and problem solver. The IG serves as an extension of the commander's eyes and ears, voice and conscience.

b. The IG provides commanders with a continuous, objective and impartial assessment of the operational and administrative efficiency of their command by responding to requests for assistance or inquiries and by conducting investigations and inspections. The key to a successful oversight program is the effective use of safety inspection resources and implementation of procedures.

LO 3.2.1 OBJECTIVE: For commanders to apply the lessons learned and recommendations from inspection results and supporting documentation.

LO 3.2.2 MEASURES OF EFFECTIVENESS: (INSPECTIONS)

- Quality of life in the Life Support Area UFL
- Vehicle Convoy Commander Certification Program
- Prostitution and Human Trafficking
- Trafficking in Persons (DOD)
- Sexual Assault Prevention and Response Program (DAIG)
- Good Neighbor / Community Relations Program
- Intelligence Oversight
- VCCCP with SII KATUSA Integration
- Family Readiness Group

LO 3.2.3 MEASURES OF PERFORMANCE:

- 100% Response to requests for assistance and inquiries
- Enhance combat readiness
- Meeting the FY06/07 Commander's Inspections Plan
- Dissemination of Inspection results to commanders
- Commanders are informed about current issues

LO 3.3 Crew Coordination Training

Aircrew coordination is an absolute must for success in Army aviation. Our rotary-wing aircraft have become increasingly complex, necessitating a high level of coordination amongst all rated and non-rated members of the aircrew. The lack of adequate crew coordination continues to plague our aviation community. Improved crew coordination training has been identified as one of the most urgent needs of Army aviation. The crew coordination lessons learned from our aviation community are applicable to ground vehicle operations. All too often, vehicle accidents are a result of a break down in communications between drivers and vehicle commanders.

LO 3.3.1 Aviation unit commanders will use the Army's Aircrew Coordination Training Enhancement Program. Aviation commanders will also establish procedures to ensure that aircrews conduct aircrew coordination training during simulator periods and use the expertise of simulator operators and unit instructor pilots to evaluate the training and provide feedback to the crews.

LO 3.3.2 Commanders will integrate the elements of aircrew coordination training into their motor vehicle training program. At a minimum, the elements outlined in 2ID REG 56-4, will be included.

LO 3.3.3 Objective: Improve crew coordination.

LO 3.3.4 Measure of Effectiveness

- Reduction of accidents involving improper crew coordination

LO 3.3.5 Measure of Performance

- Percent of aircrew personnel trained using the Army's Aircrew Coordination Training Enhancement Program
- Percent of aircrews evaluated during simulator periods.
- Percent of drivers and vehicle commanders trained using the elements outlined in 2ID REG 56-4.

LO 4: LEADER ACCOUNTABILITY

a. Effective safety program management requires proactive support at all levels of leadership. Support for accident prevention and accountability for results helps ensure success at the onset. Conversely, the lack of support will result in poor implementation and reduce the chances of follow through. In accordance with Army Regulation 385-10, "Performance standards for military and civilian managers and supervisors will include accident prevention and occupational health responsibilities as a rating element. The success or shortcomings of managers or supervisory personnel in performing safety and occupational health responsibilities will be considered in Army civilian employee performance appraisals, officer evaluation reports (OERs), and enlisted evaluation reports (EERs)." The intent is to establish a sense of ownership for reducing injuries. It is not just a paper program which is administratively correct, but one that requires leaders to be actively involved and held accountable for the results. This ensures active support in the implementation of various hazard reducing activities.

b. It is the duty of leaders, and more specifically first line supervisors, to make every reasonable effort to provide and maintain a workplace free from recognized hazards. It is the duty of all employees in the course of performing their regularly assigned duties to be alert to unsafe and/or unhealthy practices, equipment, and conditions and to report any such unsafe and/or unhealthy practices or conditions to their immediate supervisor.

LO 4.1 Junior Leader Education/Counseling

The first line supervisor promotes observance of general safety requirements and standards, ensures employees have appropriate safety training, educates employees on safe work practices and takes corrective action when violations occur, identifies unsafe work conditions and takes prompt remedial action, instructs employees on proper procedures for reporting injuries, investigates all accidents, completes all accident reports in a timely manner, and models safe work behaviors.

LO 4.1.1 Company commanders must complete the online Commander's Safety Course (<https://safetylms.army.mil/>) prior to assuming command.



LO 4.1.2 Noncommissioned officers (CPL – SFC), company first sergeants, and civilian supervisors in the organization must complete the online Supervisor's Safety Course (<https://safetylms.army.mil/>).

LO 4.1.3 All Eighth Army units (company level and above) must have an additional duty safety officer or NCO appointed on orders and working for the commander / manager. Within 30 days after appointment, the individual must complete the online Additional Duty Safety Course (<https://safetylms.army.mil/>). In addition, MSCs will provide the command safety office with the name of the MSC safety representative within 10 days of appointment.

LO 4.1.4 Commanders will ensure that safe performance and conduct are included during performance counseling of NCOs and junior enlisted Soldiers and also included as performance objectives on OER Support Forms and Civilian Evaluation Report Support Forms.

LO 4.1.5 Objective: Educate junior leaders on risk management and maintain safety awareness.

LO 4.1.6 Measure of effectiveness:

- Accidents reported immediately and investigated with root cause identified within 30 days.
- Junior leaders applying the risk management process during the planning and execution of all operations.

LO 4.1.7 Measure of Performance:

- Number of personnel trained compared to the number of personnel required to be trained.
- Percent of Soldiers counseled on safety performance.

LO 4.2 Vehicle Commanders/Driver Training Program
To be developed

LO 4.3 Accident Review Boards

LO 4.3.1. Commanders will develop a command accident review process for class A through C accidents. The intent is for leaders to "AAR" the accidents and develop or reinforce procedures from the lessons learned within 30 days. The AAR results will be forwarded thru the chain of command to the Command Safety Office for command wide dissemination.

LO 4.3.2 Eighth Army MSC commanders, along with the organization's chain of command, must brief the Eighth Army Commanding General within 72 hours of an accident that result in a fatality describing measures that were in place to prevent such an occurrence. As a minimum the briefing will include, to the extent known:

- (1) What happened (mistake/error).
- (2) Why it happened (system inadequacy(ies)/root causes(s)); leader, individual, training, standards or support failure.
- (3) What to do about it (recommendations); fixes, remedial measures, and/or countermeasures.

LO 4.3.3 Objective: Develop or reinforce procedures from lessons learned to prevent similar occurrences.

LO 4.3.4 Measure of Effectiveness

- Root cause identified and countermeasures developed.
- Countermeasures implemented.

LO 4.3.4 Measure of Performance

- Percent of AARs forwarded to the Command Safety Office within 45 days

LO 5: COMPOSITE RISK MANAGEMENT

Composite Risk management (CRM) should be the cornerstone of any safety program. Leaders must ensure that every unit member has a solid understanding of CRM and can apply the principles effectively. When properly applied and practiced by every Soldier in the unit, CRM will enhance the mission and help reduce the accidental loss of our resources, both on and off duty. Composite Risk management must be an integral part of the unit's training program and should be included in the in-processing procedures.

LO 5.1 Composite Risk Management Training

Commanders will ensure that 100% of assigned personnel have been provided CRM training by the end of FY06 and that newly assigned personnel receive CRM training within 30 days. Commanders will also ensure that an adequate number of composite risk management trainers are available to train personnel on the CRM process.

LO 5.1.1 Objective: Educate personnel on composite risk management.

LO 5.1.2 Measure of effectiveness:

- All personnel applying the risk management process during the planning and execution of all operations

LO 5.1.3 Measure of Performance

- Number of personnel trained compared to the number of personnel required to be trained.

LO 5.2 Quarterly accident trend analysis

Good analysis will identify basic facts relating to the nature and occurrence of accidents which will permit summarization and show possible patterns or trends. These trends provide critical insight to increasing the effectiveness of Composite Risk Management in the prevention of accidents. The Command Safety Office disseminates quarterly accident experience and trend analysis reports.

LO 5.2.1 Objective: Identify specific accident trends that can be targeted for program improvement.

LO 5.2.2 Measure of effectiveness:

- Countermeasures are developed and implemented.

LO 5.2.3 Measure of Performance

- Quarterly accident trend analysis reports are used to prioritize accident prevention activities.

LO 5.3 Suicide Prevention

To be developed

LO 6: FORCE HEALTH PROTECTION

Force Health Protection (FHP), uses preventive health techniques and emerging technologies in environmental surveillance and combat medicine to protect all service members before, during and after deployment. FHP is designed to improve the health of service members, prepare them for deployment, prevent casualties and promptly treat injuries or illnesses that do occur. The goal of FHP is casualty prevention, achieved through a physically and mentally fit force trained for modern combat and supported by mobile, technologically advanced medical teams.

LO 6.1 Responsible Sex, Alcohol, Drug, and Tobacco Use

LO 6.1.1 Objective: Individuals are properly educated to make responsible decision regarding sex, alcohol, drugs and tobacco.

LO 6.1.2 Measure of effectiveness:

- Decreased incidents of STD and sexual assault, alcohol related events, positive drug test results, and decreased use of tobacco products.

LO 6.1.3 Measure of Performance

- FY06 reportable alcohol related incidents decreased by 33% from FY05
- Unit FY06 incidence of STDs decreased by 33% from FY05
- Unit Soldiers use of tobacco (smoking and smokeless) decreased by 20% in FY06

LO 6.2 Environmental Injury and Disease Prevention

LO 6.2.1 Objective: Individuals and leaders are properly educated to make responsible decisions.

LO 6.2.2 Measure of effectiveness:

- Decreased numbers of weather related and incidents of disease. Trained and equipped unit Field Sanitation and Hygiene Teams.

LO 6.1.3 Measure of Performance

- No service member or civilian critically injured or killed as a result of an environmental incident
- FY06 reportable cold and hot weather injuries decreased by 33% from FY04
- FY06 incidences of Malaria and Korean Hemorrhagic Fever decreased by 50%

LO 6.3 Fitness and Wellness

LO 6.3.1 Objective: Peak physical fitness and performance for service members, civilians, and their families. New Soldiers are assessed and integrated into unit fitness program

LO 6.3.2 Measure of effectiveness:

- Improved physical fitness and stamina based on a sound program of exercise and nutrition.
- Consistently meeting height/weight standards
- Decreased profiles for overuse and sports injuries
- Decreased Medical Attrition

LO 6.3.3 Measure of Performance

- Improve APFT score by 10%
- Decrease % of body fat into ideal individual range
- FY06 overweight program decrease by 20%
- Decrease Bn level profile & MEB rate by 10%

LO 6.4 MEDPROS Medical Readiness

LO 6.3.1 Objective: All commands can use the MEDPROS tracking tool to identify strengths and weaknesses in unit and individual medical readiness.

LO 6.3.2 Measure of effectiveness:

- Increased use and understanding by commanders and supervisors
- Improved Fully Medically Ready (FMR) rate

LO 6.3.3 Measure of Performance

- Unit FMR at 95% in MEDPROS
- 100% Annual Hearing Screening Conducted
- 100% Annual SRP conducted
- Korea Immunization profile > 95% (Influenza, Smallpox, Anthrax)