



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 3<sup>RD</sup> BATTALION, 2<sup>ND</sup> AIR DEFENSE ARTILLERY REGIMENT  
3906 MOW WAY ROAD  
FORT SILL, OKLAHOMA 73503

AFVL-RTB-BC

14 May 2015

MEMORANDUM FOR ALL 3-2 ADA BN PERSONNEL

SUBJECT: Policy Letter #8: Safety

1. It is my intent to create a culture within this command that seeks to overcome the inherent risks associated with what we do and influence how we live both at work and at home. This starts with embracing a positive and proactive attitude toward safety that is conducive to preventing injuries and fatalities of our Soldiers and Family members.
2. Most safety related incidents are preventable. Overtly, some Soldiers tend to stand by and watch conditions evolve that ultimately lead to an accident. In a more subtle manner, others turn their heads away from potential problems rather than intervene to save a fellow Soldier an unfortunate mishap or potentially their life. If an accident occurs in your presence, it happened for one or both of two reasons: failure to identify a hazard or failure to get involved. The first may be a training issue; the second may be a discipline issue. Reducing the propensity for both requires education and articulation of expectations. Safety is a defense in depth program where everyone is empowered to correct deficiencies and express concern with respect to safety and mitigating our personal and occupational hazards.
3. In a broad sense, this command will neither be risk averse nor will safety be sacrificed for mission accomplishment. Mission accomplishment is important, but not at the reckless expense of Soldiers and equipment. As we conduct tough, realistic training, it remains every Leader's sacred responsibility to incorporate risk management into the operation planning process and not as an afterthought. Leaders will not fall prey to the temptation to recycle previously completed deliberate risk assessment worksheets for similar training events; risk management must be conducted exclusive to the training event being planned for and the conditions under which it will be planned and executed.
4. Key thoughts or safety axioms to keep in mind:
  - a. Accidents are both preventable and unacceptable.
  - b. Walk the talk and live what we teach. We are often the greatest hazard requiring mitigation.
  - c. Be responsible, assertive, and committed to accident prevention, not destined to be the subject of an accident investigation.

d. Discipline, personal courage, selflessness and sound judgment are core characteristics of a healthy safety culture – make them characteristics intrinsic of you.

e. Anticipate conditions that will put you, others, and our mission at risk then report, assess, and attack to destroy the vulnerabilities associated with each condition.

f. Accountability is key, obedience essential. Enforce rules, regulations, and guidance with rigor and tenacity. Don't ignore standards.

5. In the context of safety, everyone is a Leader. Every Soldier has been trained and certified to work in certain areas and within certain specialties. Although at various stages, all are evolving experts in their craft. As such, all are familiar with fundamental practices that allow us to operate dangerous equipment and perform complex tasks in ways that are more acceptable and safer.

6. Everyone in this battalion must acknowledge that no missions, peacetime or combat, warrant the senseless, predictable loss of life, limb, eyesight, or hearing of any Soldier or Family member. Additionally, no routine mission or operation justifies injury or disability of aforementioned personnel. Leaders are responsible for applying common sense and good judgment in every endeavor; ensuring the appropriate level of authority is involved and approves training commensurate with the authority vest in them; setting the conditions and shaping the environments in which our Soldiers operate; positioning themselves in the proper place and at the appropriate time in an effort to mitigate risks; making certain that controls are implemented, supervised, and that we only accept that residual risk that cannot be eliminated; and constantly, especially during execution, looking for ways to reduce hazards.

7. Performance standards for Leaders will include safety responsibilities and accident prevention as a rating element. Successes and shortcomings of Leaders and other supervisory personnel in performing safety responsibilities will be considered and annotated on requisite performance evaluations.

8. Management and Compliance.

a. It is imperative that the actualization of safety processes and culture transcends this paper. Deliberate Risk Assessment will be inculcated as a matter of routine and that every task conducted is conducted to prescribed standards. Written risk assessments for all training; prompt reporting and investigations of all accidents/incidents regardless of class; use of tools available through the Combat Readiness Center to assist in privately owned vehicle and motorcycle accident prevention; discussion or what may be perceived as invasive questioning reference home safety and Soldiers' off duty practices by first line supervisors; and briefs to Family members attending Family Readiness Group meetings or unit functions are some, not all, of the methodologies to educate and manage risk.

b. It must further be noted that requirements exist to observe appropriate safety and occupational health regulations; including the correct use of protective clothing and equipment as prescribed in applicable local, state, and federal regulations. Compliance with environmental laws and regulations is an inseparable part of this unit's safety program and is an essential aspect of professional stewardship responsibilities.

c. This battalion will comply with all training directives published. In addition, we will seek to increase the proficiency of select personnel through specialized instruction on various safety topics. Education is a key component of accident prevention with intervention being the decisive point.

9. Ensure your reputation with respect to safety warrants consideration. Your actions may have far reaching consequences; the ultimate price we pay for indifference towards safety is the permanent maiming or death of a teammate, loved one, or innocent person that was living life to the fullest until you failed to get involved.

10. Safety is not a task but a perpetual and integral condition for force protection. Successful accident prevention is underpinned by clear tasks, conditions, and standards articulated, adhered to, and consistently reviewed. This policy serves as a point of departure from which all should understand my perspective and expectations concerning safety and risk management. Safety boils down to taking care of yourself, your team, and your Family. Challenge yourself to care for others more than they would expect you to.

11. A copy of this policy will be permanently posted on unit bulletin boards. Unit Commanders will ensure each Soldier is briefed on the provisions and conditions of this policy during the Soldier's initial unit orientation.



MATTHEW W. DALTON  
LTC, AD  
Commanding