



DEPARTMENT OF THE ARMY
UNITED STATES ARMY NONCOMMISSIONED OFFICER ACADEMY
FORT SILL, OKLAHOMA 73503-5600

ATSF-W

16 September 2014

MEMORANDUM FOR All Personnel, Assigned or Attached to the USA NCO Academy, Fort Sill, Oklahoma, 73503

SUBJECT: NCO Academy Policy Letter # 6, Safety

1. The Army functions as a team. When any member of that team is lost because of an accident, the entire team suffers. I charge everyone to take his or her part. If you are in charge, you are in command. The three tiers of safety specify force protection responsibilities for the chain of command and every individual.

a. Tier 1: Commander validates soundness of training and evaluates plans for safety and resolving safety issues. Provide command climate which ties safety into force protection; Plan/resource for safety; Establish standard for safety; Train consistent with abilities; Make risk acceptance decisions.

b. Tier 2: First line leader identifies necessary actions by responsible individuals, establishes a system to monitor training safety and focuses on adherence to standards. Reinforce command climate on safety; Identify and eliminate/control safety hazards; Emphasize performance to standards; Make risk decisions; Supervise/follow-up; Assess risks.

c. Tier 3: Individual ensures Soldiers look after themselves and others and know how to recognize unsafe conditions and acts.

- (1) Take responsibility.
- (2) Do something about unsafe acts.
- (3) Modify your own risk standards.
- (4) Be part of the buddy system.
- (5) Work as a team (crew coordination).

2. Leaders at every level will be aware of correct safety procedures during training. Subordinates follow and learn from the actions of leaders in the performance of their duties. Safety is no exception. Expose Soldiers to repetitive words and deeds to develop a "sixth safety sense" to reflect the leader's safety awareness and concern. Moreover, Soldiers will be aware that they are accountable for accidents when they fail to exercise prudent caution or fail to accomplish a task as they were trained or instructed. There is no choice between safety and realism. Safety always prevails.

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3. **RISK MANAGEMENT.** Leaders/Students at all levels will utilize risk management procedures to integrate safety into planning and implementation phases of all operations to effectively accomplish the mission and provide protection against accidental losses of personnel and equipment. Leaders will utilize the following guidance throughout the Academy.

a. **Leaders' Risk Management Guide Process.** All training events require a risk assessment. Maintain written risk assessments for the duration of the mission. Perform, categorize, and approve risk assessments utilizing the risk assessment worksheets.

(1) **Detect Hazards and Associated Risks.** Determine the risks associated with the operation. Risk identification involves a close look at each phase of the training or operation. Identify hazards or factors that may adversely affect mission accomplishment. These are the sources of danger potentially encountered while performing a task or function.

(2) **Assess the Risks.** Determine risk implications by answering these two questions: What is the likelihood of a mishap? What degree of injury or equipment damage is possible? A low likelihood of happening and high probability of minor injury equals a low risk. A low likelihood of happening with a high probability of a fatal injury equals a high risk. Good understanding of the facts is the foundation for good risk decisions. Continuously assess risk, even up to and during training. Determine extent of hazards detrimental to the mission. Consider the risk to the individual, equipment, and/or mission. This is more art than science, but is crucial in deciding whether or not to accept the risk.

(3) **Develop Risk Control Alternatives and Make Risk Decisions.** If risk elimination is not possible, then risk must be controlled without sacrificing essential mission requirements. Some risk control alternatives are in the form of new or revised task standards, operational procedures and parameters, training requirements, maintenance standards, etc. Decisions take several forms, such as, selecting from among available controls; trading off mission elements against risk controls or vice versa; and making a final decision whether controls are adequate to make risk acceptable, considering mission benefits. Reduce risk that is mission essential. Select controls for risks you cannot eliminate. For example, requiring eye protection while cutting, mowing or sharpening. Accept the risk only if the benefits outweigh the potential losses. The responsibility to decide is commensurate with the level of risk present in the operation. The higher the risk, the more senior the leader required to accept it.

(4) **Implement the Risk Control Measure.** Integrate procedures for controlling risk in plans, orders, standing operating procedures, preliminary training, and through other channels that assure effective use of procedures during the actual operation. Implementation involves the entire chain of leadership as teams assuring that the full range of approved operational risk controls are in place and ready to go. Establish measures necessary to control risks. Controls may be as substantial as developing a written policy or as simple as conducting a short safety briefing. SOPs are one of the most common ways to implement controls.

(5) **Supervise the Operation.** The leader uses the same supervision techniques (e.g., on-the-scene, spot-checks, performance indicators) to monitor risk controls that he/she used to monitor overall operations. Follow control measures. Enforcing controls protects the workforce from accidental losses

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and contributes the accomplishments of your task, function or mission. It includes the follow up and to adjust to unforeseen problems and incorporate lessons learned for future use.

(6) **Evaluate the Results.** Assess operational results to include effectiveness of risk management controls.

b. Four rules for the application for risk management, regardless of level of command are as follows.

(1) **Integrate into planning.**

(2) **Do not accept unnecessary risks.** The leader who has the authority to accept a risk has the responsibility to protect his Soldiers from unnecessary risk. An unnecessary risk is risk that could be reduced or eliminated and would not deter accomplishment of the mission.

(3) **Make risk decisions at the appropriate level of command.** Make the decision to accept or reject a risk at the level of command consistent with the implications of the risk. The leader, directly accountable for the decision, should make the decision. Small unit commanders and first-line leaders are going to make risk decisions in combat. As much as possible, they should make them in training. The higher the risk, the more senior the leader required to decide to accept it.

Decision Authority for Residual Risk:

Extremely High - USAFCOEFS Commander.

High - Deputy Commanding General USAFCOEFS.

Medium-Commandant.

Low-School Chief.

(4) **Risk is acceptable if risk benefits outweigh risk costs.** Leaders must understand risks and be prepared to take risks to accomplish their mission. At the same time, they must understand the difference between a risk and a gamble. We don't gamble here. Gambling is making nonsystematic risk decisions.

4. Leaders must use risk management actively and with precision and not become complacent allowing it to digress into an unproductive administrative task. **Resolute commitment to the five-step risk management process will protect our Soldiers; forms and matrices will not.**



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RISK MANAGEMENT TIPS
Hazards to Consider in Risk Management
Control Measures to Consider in Risk Management

RISK MANAGEMENT TIPS

Risk Management is a five-step process that enables leaders to identify and control risks. It helps you identify trouble areas and improve or isolate them before they affect other operations. Some points to assist in using risk management follow.

- a. Put your greatest emphasis in hazard identification and development and enforcement of controls. As with any mission, you must identify essential components (hazards), war game courses of action (develop potential control measures) and decide how to execute (implement controls). Equally important is your execution (enforcing controls); leaders must envision the process and ensure appropriate leadership is in position of influence the process where there is risk.
- b. Ensure the decision-makers accepting risk have the experience/background commensurate with the level of risk they're accepting. The higher the risk, the more senior the leader required to decide to accept it.
- c. Use the risk management process creatively. Risk management is a tool for more than just safety. Risk to a project with a short suspense could take many forms; appropriate control measures will reduce the probability of missing the suspense.
- d. Continually assess risk and adjust controls. As conditions in a process change, so do hazards. Make sure you adjust for variables, such as weather, age/experience, condition of equipment, etc., as they change
- e. Do not "average out" overall risk for an operation. The overall risk for an operation/action is equal to the highest risk component of that operation/action.
- f. Accept no unnecessary risks.
- g. Integrate risk management into planning. Identify hazards and controls early in the planning process. Continue to look for hazards and controls as you develop and execute your operation.

Hazards to Consider in Risk Management.

Inherent dangers of equipment	Operational conditions
Personnel/organizational proficiency	Weather
Condition of personnel	Adequacy of site
Availability of protective equipment	Soldier experience
Disease	Opposing forces
Friendly forces	Animal hazards
Unexploded ordnance	Traffic density
Night live fire exercise (LFX).	Overhead fire
Fire and movement	Weapon/munitions hazards
Pyrotechnics/Simulators	Soldier condition
Ammunition handling/accountability	Movement techniques
Environmental concerns	Complexity of movement
Supervision	Complexity of mission
Level of planning	Accident frequency
Leadership experience	Hazardous materials
Plant life hazards	Sanitation
Food and water sources	Medical services
Nonstandard weapons	Language barriers
Day live fire	Military operations on urbanized terrain (MOUT)
Maneuver element size	Operational hazards
Terrain assessment	Misfire/malfunctions
Dragon/TOE/law/AT -4	Over-watch/support by fire

Control Measures to Consider in Risk Management.

Rehearsals	Military Occupational Specialty (MOS) training
Use protective equipment	Safety briefing
Use phase lines	Use ground guides
Night vision goggles (NVG) training prior to mission	Review principles of training
Incorporate safety in mission essential task list (METL) standards	Fire and maneuver controls
Consider vehicle hazards	Rest plans
Limit maneuver in live fire exercise (LFX)	Increase preparation time
Dig in troops	Use observer/controller
Set speed limits	Driver training
Train to standards	Assess risk when planning
Use the buddy system	Control support by fires