



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

ATCS-S (385-10)

11 MAY 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Minutes of the TRADOC Executive Safety Council VTC,  
21 Apr 04

1. Enclosed are the official minutes (Encl 1) derived from the latest TRADOC Executive Safety Council meeting, convened 21 Apr 04 via VTC.
2. Please spend time to review and disseminate these minutes internally within your command or directorates. The contents of the minutes provide invaluable information that will assist all TRADOC commands and safety professionals to focus on systemic issues affecting TRADOC safety performance. Shared lessons learned from the conference will assist all of us to target safety problems and enhance accident prevention.
3. All briefings and documentation pertaining to the TRADOC Executive Safety Council VTC can be found on the TRADOC Safety Homepage located at: <http://www.tradoc.army/safedocs/esc>.
4. As indicated, I solicit all commands and directorates in TRADOC to provide topics of interest to the safety office concerning areas to address prior to the next council VTC on 9 Nov 04.

3 Encls

*Safety is  
a team effort.*

ANTHONY R. JONES  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

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Deputy Chiefs of General and Chiefs of Special Staff Offices,  
HQ TRADOC

## MEMORANDUM FOR RECORD

SUBJECT: TRADOC Executive Safety Council VTC Minutes, 21 Apr 04

1. The TRADOC Executive Safety Council convened via video teleconference (VTC) by GEN Byrnes, 0800, 21 Apr 04.
2. Agenda for the meeting is at Encl 1, and the Executive Overview is at Encl 2.
3. Executive Safety Council attendees were:

GEN Byrnes	Senior Chair, TRADOC
LTG Jones	Chair, TRADOC DCG/CofS
LTG Cavin	Cdr, USAAC
MG Barrett	DCSOPS&T
MG Van Antwerp	Fort Leonard Wood
MG Tucker	Fort Knox
MG Marks	Fort Huachuca
MG Rochelle	USAREC
MG Vane	Fort Bliss
BG Sealock	U.S. Army Cadet Command
BG Leenaers	APG
BG Freakley	Fort Benning
BG Stanton	SSI
BG Jacobs	Fort Rucker
BG Turner	Fort Jackson
BG Hicks	Fort Gordon
BG Matia	DCG, CASCOM
COL Allmendinger	Cdr, Fort Monroe
COL Limoges	DCG, USAR
COL Madden	Carlisle Barracks
COL Boaz	IG
COL Imholt	Fort Bliss
COL Dixon	Carlisle Barracks
COL Maliszewski	CIO
COL Campbell	PAO
COL Kilgore	SWIC
COL Graham	Fort Sill
COL Hansen	DCSRM
COL McCallum	SJA
COL Simone	DLI
LTC LoQuasto	DCG, USAR

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MAJ Mabrey	TRADOC Safety AO
MAJ Meeker	TRADOC Safety AO
MAJ Cummings	TRADOC Surgeon
Mr. Edwards	Fort Lee
Mr. Hall	Futures Center
Mr. McFarland	DCSINT
Mr. Williams	DCSPIL
Ms. Pierce	Director, TRADOC Safety
Mr. Prentice	Deputy, TRADOC Safety
Mr. Sun	IMA
Mr. Hurley	NSB
Mr. Benzenhafer	Redstone Arsenal

4. Old Business. None

5. Opening Remarks. GEN Byrnes deferred opening comments.

6. TRADOC Safety Director, Ms. Cathy Pierce started the meeting with briefings covering Army Safety Campaign, the U.S. Army Safety Center Privately Owned Vehicle (POV) Accident Prevention Tool Box, and Risk Management Integration in Training.

a. **Army Safety Campaign.** The Army Safety Campaign kicked-off 1 Apr 04 and is directed at the reduction of accidents across the Army. An Army at war, not risk adversity, must protect Soldiers through rigorous training, planning, and risk management. The Army Safety Campaign, "Be Safe, Make it Home" is a multifaceted approach to reduce accidents by 50 percent through increased chain of command involvement, enforced standards, and enhanced situational awareness. The Army Safety Campaign includes a media campaign, awareness and training materials, safety awards/recognition initiatives, centralized POV accident investigations, and various web-based accident prevention tools.

b. **U.S. Army Safety Center POV Accident Prevention Tool Box.** The POV Tool Box is a web-based collection of articles, guides, handbooks and tools to assist commanders with POV safety and POV accident prevention. GEN Byrnes interjected that he had reviewed the Tool Box and believed that it is a useful accident prevention resource for commanders. He directed that all

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battalion commanders and above and Command Sergeants Major (CSMs) review the Safety Center's POV Tool Box by 30 Apr 04.

**c. Risk Management Integration in Training.**

(1) TRADOC is the Army's integrating agent for risk management. The current status of this effort however has been called into question. LTG Lovelace, DAS commented that recent accident investigations indicate little or no risk management is performed at the junior leader and Soldier level.

(2) Other assessments, reviews, and evaluations also identified problems in risk management integration in POIs, TSPs, and Doctrinal Publications. Knowledge, understanding, and application of the risk management process varies and many view the process as a "Safety - Check the Block" requirement. Standards are either not established or not applied.

(3) Discussion ensued that the perception that there is a lack of understanding of the risk management process is valid. Council members indicated that many trainers still lack sufficient knowledge of the risk management process to effectively integrate it into their training products.

(4) Ms. Pierce went on to discuss the Ranger Training Brigade (RTB) as an example of a risk management success story. GEN Byrnes asked BG Freakley, Commander of the U.S. Army Infantry Center, Fort Benning to share this risk management success story with the entire council. BG Freakley stated that active leadership involvement in the risk management process allowed the RTB to conduct challenging, high-risk training safely. Initiatives that increased levels of leadership involvement on a daily basis ensure dynamics and changes in environmental, human, physical training risks are identified and mitigated. It was agreed that the importance of risk mitigation within the risk management process needs more emphasis throughout TRADOC. LTG Jones and LTG Cavin agree that "some units get it and some do not."

**d. Accident Statistics.** Ms. Pierce reviewed 1st and 2nd quarter FY 04 TRADOC accident statistics. Trends for 2nd quarter continued to indicate that the leading cause of soldier

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fatalities within TRADOC is POV accidents. Drowning is the second leading cause of soldier accidental death. These trends are consistent across the entire Army. Recent increases in motorcycle purchases by Soldiers will likely increase the demand for motorcycle accident prevention training. Installation motorcycle safety training programs must expand to meet this increased demand. The ensuing discussions suggested that local law enforcement should be asked to assist commanders with the motorcycle safety by stepping up enforcement efforts. Another suggestion was to include the Army's motorcycle racing team in an Army-wide motorcycle educational awareness and safety program.

#### 7. Summer Safety Campaign

a. **Heat Injury Prevention.** TRADOC Surgeon Office, represented by MAJ Jennifer Cummings, presented a briefing highlighting heat injury prevention and stressed the importance of mitigating the risk of heat injuries to Soldiers during the coming summer months. MAJ Cummings also discussed causation and environmental heat injury factors that commanders should understand to eliminate the effects of cumulative overexposure to Soldiers.

(1) Several important discussions followed this briefing. One important factor that can seriously impede Soldiers work performance and safety during the summer months is use of dietary supplements, banned or otherwise synthesized facsimiles. Though derived from an organic herb, Ephedra and Metabolife® 356 are popular supplements used for weight loss and sports enhancement but their use can be directly linked to several heat and/or overexertion injuries.

(2) Several council members cited examples of the vital importance of having Ice-Blankets available to medics or training personnel during high exertion training periods. The command has had two Soldiers with heat stroke already this year. Ice-Blankets can save lives. Another useful tool in prevention of heat injuries is the use of knots tied in dummy-cords that signify the amount of water consumed by each soldier during the training day. This tool can assist leaders in monitoring the level of a soldier's water consumption. The surgeon also

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indicated that soldier water consumption should not exceed 12 quarts of water per training day.

(3) Positive command climate can be an important factor in prevention of heat and overexertion injuries. Lack of flexibility in IET training schedules can unduly influence cadre and drill sergeants to push too hard to complete training. Leaders must remain aware of this fact and work to ensure a command climate that allows cadre and drill sergeants to modify training if soldier exposure to high temperatures reaches a critical level.

(4) GEN Byrnes stated that leaders should discuss and educate trainers and Soldiers early on about the dangers of high summer temperatures. Leader presence at the training site is a must. GEN Byrnes reiterated the need to measure the cumulative effects of prolonged heat exposure on Soldiers.

**b. IET New Physical Fitness Program and Injury Statistics.**

MAJ Cummings, from the TRADOC Surgeons Office briefed the council on initial findings from early implementation of the new program. GEN Byrnes asked for a summary of the new fitness program. MAJ Cummings provided an overview and stated that the lack of empirical data at this time did not lend to any quantifiable injury trends. This fact was based on commanders' assertions that an improvement to the overall number of Soldiers available for duty and training was noted. The Commander, DLI, noted that lower back injuries were starting to appear. The council agreed that more attention is necessary to track supplemental requirements and to monitor the increased potential for lower-back injuries.

**8. Water and POV Safety.** Ms. Pierce addressed water safety. Drowning deaths are second only to POV accident fatalities. The majority of drowning accidents occur off-post, in unsupervised areas and often involve alcohol, failure to wear personal flotation devices, and are the result of unintended entry into water. Commanders were reminded to ensure they post approved areas for water recreation and restrict those areas that do not have the approved lifeguard or are considered dangerous for

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swimming. Areas typically dangerous for swimmers include rock quarries and ocean, river, or lake beaches without lifeguards.

9. **Seat Belt Safety.** Mr. Charles Hurley, Vice President of the National Safety Council addressed the council on national level seat belt initiatives and statistics. Key points were:

a. The Secretary of Defense directed that DoD reduce military accidents by 50 percent over the next 2 years. Since POV accidents account for over 70 percent of all accidental military fatalities, initiatives that target reduction of POV fatalities and POV accidents may be the most effective way to achieve the directed accident rate reduction.

b. National studies of fatal POV accidents indicate that as high-risk behavior in motor vehicles goes up, seat belt usage drops. Mr. Hurley cited examples of drinking and driving or lack of sleep during motor vehicle operation being as high-risk behavior that often leads to not using seat belts.

c. Statistics show that the United States is the worst of all developed countries in seat belt usage and that seat belt usage is higher in the Western states than in the Eastern states. Mr. Hurley attributed this to more stringent seat belt laws and strict enforcement. Generally, Eastern and Southern states have weak enforcement laws, and corresponding lower percentage of seat belt use. Washington and California lead the Nation in seat belt usage with 94 and 98 percent usage rates respectively.

d. Click-it-or-Ticket Program was cited as an example of the success of seat belt use initiatives when advertised and enforced.

(1) North Carolina improved its daytime seat belt usage to 79 percent after implementing the Click-it-or-Ticket Program.

(2) In the Republic of Germany, USAREUR initiated the Click-it-or-Ticket Program with the added assistance of local National Police over a Labor Day weekend. On- and off-post checkpoints were activated to enforce a command policy of "zero-tolerance." Service members and dependents that were cited for

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non-restraint use were reported back to military leadership through military police channels.

(3) The key to success in both North Carolina and USAREUR was stringent enforcement, the application of penalties, and a saturation media campaign. Mr. Hurley stated to improve overall seat belt safety awareness and usage, commanders must adhere to the 4-Es (enforcement, enforcement, enforcement, and education about enforcement).

e. Other Driving Distracters. In addition to the lack of seat belt use in accident causation, other of motor vehicle accident causation factors includes the use of cell phones while driving. Many people believe if they use a hands-free phone accidents are less likely to occur, however Mr. Hurley stated that the issue is not hands free but "head-free"; the cell phone is an unnecessary distraction to a driver. Like cell phones, the council agreed that the advent of GPS navigation systems and DVD screens can also be problematic to driver concentration and situational awareness.

f. In conclusion, Mr. Hurley stated that to be successful in reducing accidents, seat belt enforcement must be accompanied by appropriate consequences for non-use.

10. GEN Byrnes opened the floor to comments/issues from around the Command.

a. U.S. Army Ordnance Center and School, APG. In regards to heat injury prevention, the Ordnance School has initiated a number of proactive steps to reduce heat casualties. Limiting consumption of coffee, incorporating air temperature gages in combat lifesaver bags, and increased emphasis on risk management at all levels can counter the increased risk of heat injuries. BG Leenaers also acknowledged GEN Byrnes' directive to review USASC POV Tool Box website.

b. U.S. Army Aviation Center and Fort Rucker. To further the commands' enforcement of seat belt usage policies, the post is working with local law enforcement to further the awareness and increase use of seat belts on- and off-post.

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c. U.S. Army Field Artillery Center and Fort Sill. As a heat injury prevention initiative, Fort Sill IET Soldiers tie knots in dummy cords to represent the number of water canteens they consume.

d. U.S. Army Infantry Center and Fort Benning discussed POV and seat belt safety issues. One seat belt initiative is that Soldiers cited for non-use of seat belts must wear a "wear seat belts" sign around their necks and walk the parking lots or are posted at entrance/exit gates. Fort Benning is also conducting mandatory commanders' back-briefs.

e. Carlisle Barracks is continuing to concentrate on the expansion of its motorcycle safety-training program in an effort to keep up with the increased demand.

f. Defense Language Institute. Water safety is an area of concern for this command due to its location on Monterey Bay. The command will execute a Safety Stand-down Day in May to reinforce safety and raise accident prevention awareness.

g. U.S. Army Transportation Center and Fort Eustis. The post will continue to concentrate POV safety efforts with Click-it-or-Ticket initiatives in the coming months. Another local initiative is to empowerment junior leadership in the application of safety and risk management.

h. U.S. Army Armor Center and Fort Knox is using remedial training for Soldiers cited for lack of seat belt usage, similar to Fort Benning. The post has initiated a Commanders AAR with the chain of command following all reportable accidents.

i. Fort Lee will focus safety awareness and education of drill sergeants as a method to improve soldier safety. Experience shows Soldiers response well to drill sergeant safety guidance.

j. Fort Leonard Wood will increase oversight of DEMOB units to ensure commander's safety compliance is followed on- and off-post.

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11. Closing Remarks. GEN Byrnes concluded the council meeting with the following comments.

a. Leadership and enforced standards are the key to prevention of accidents. The deviation from standards is a leading cause of accidents. He stressed the need for leaders at all levels to enforce standards and get involved in all aspects of safety. Commanders must take positive action now to reduce POV, water, and heat related injuries and accidents.

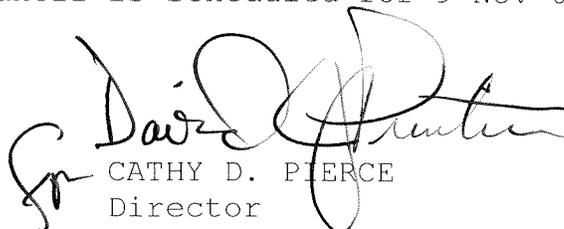
b. GEN Byrnes restated his directive that all TRAODC battalion commanders and above as well as their CSMs review the Army Safety Center's POV Tool Box before 30 Apr 04.

c. There are three major holiday weekends (Memorial Day, Fourth of July, and Labor Day) between now and the end of this fiscal year. Want all TRAOC organizations to conduct POV safety inspections during the week prior to each of these holiday weekends and to ensure Soldiers receive safety and accident awareness briefings before each holiday weekend. Historically, 70 percent of TRADOC's accident fatalities are due to POV accidents - take immediate action to reduce this trend.

d. Look for innovative ways to assist the families of our deployed service members. One-way is to you might consider is to provide assistance for child car seat installation and safety awareness training.

12. GEN Byrnes adjourned the council at 1002 hours. The next TRADOC Executive Safety Council is scheduled for 9 Nov 04.

2 Encls

  
CATHY D. PIERCE  
Director  
TRADOC Safety and  
Occupational Health

## AGENDA

0800-0810	Opening Remarks	CG/Chairman
0810-0825	Army Safety Campaign Update / Video	Ms. Pierce Director, Command Safety
0825-0835	Risk Management Integration in Training	Ms. Pierce
0835-0845	Accident Stats Review IET Physical Injury Update	Ms. Pierce
0845-0850	Standardized Physical Training	MAJ Cummings TRADOC OSURG
	Summer Safety	
0850-0855	Heat Injury Prevention	MAJ Cummings
0855-0900	Water Safety	Ms. Pierce
0900-0925	Seat Belt Safety	Mr. Hurley National Safety Council
0925-0955	Commanders/Commandants Comments	Commanders/ Commandants
0955-1000	Closing Remarks	CG/Chairman

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**EXECUTIVE OVERVIEW**

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1. **GENERAL.** This readahead provides an overview of the TRADOC Executive Safety Council VTC, 21 Apr 04.
2. **BACKGROUND.** The TRADOC Executive Safety Council is established as a forum for sharing valuable safety and accident prevention information throughout the Command, and to facilitate the free exchange of information, ideas, and recommendations relating to the TRADOC Safety and Occupational Health Program and program initiatives.
3. **TIME/PLACE.** 0800-1000, 21 April 2004, Building 100, Monroe 2 Video Center.
4. **ATTENDEES/PARTICIPANTS.** TRADOC Staff Principals, Mr. Charles Hurley, National Safety Council, and TRADOC Commandants via VTC. See TAB B for list of all participants. Proposed opening comments are at TAB H.
5. **MOST SIGNIFICANT ISSUES.**
  - The Army Safety Campaign kicked-off 1 Apr 04 to reduce the incidence of accidents across the Army. An Army at war, not risk adverse, must protect Soldiers through training, planning, and risk management.
  - A recent IG safety and risk management assessment indicated a need for increased emphasis on risk management integration in training and training products. Accident investigations reveal junior leaders do not understand or embrace the risk management process.

- A review of accident statistics over the past 6 months indicates rates are increasing despite the Secretary of Defense directed goal of a 50 percent reduction in accidents.
- Summer safety. The summer season, between Memorial Day and the end of the Labor Day Weekend, is a time of increased activity, both on and off duty, and poses additional risks to personnel.
- Seat Belt Safety - "Click-it or Ticket" Program is a POV accident prevention initiative sponsored by the National Safety Council.

#### 6. **STRATEGIC ANALYSIS.**

- Accident rates are increasing within TRADOC and across the Army. The Army Safety Campaign will provide commanders the basic tools to make a difference in accident prevention.
- Several assessments and reviews have indicated a need for increased emphasis on risk management in training. Standardized risk management training for training developers and instructors as well as progressive and sequential training in risk management is necessary in the OES and NCOES courses of instruction.
- The summer season, between Memorial Day and the end of the Labor Day Weekend, is a time of increased activity and risk. Commanders need to develop and implement Summer Safety and Accident Prevention Plans. Plans must address local hazards and weather conditions, as well as POV accident prevention, heat injury prevention, water safety, and hazards associated with other summer activities. By planning ahead we can

identify potential hazards, assess risks, and ensure that personnel are trained to take actions to protect themselves and others.

- Seat Belt Safety - "Click-it or Ticket" Program is a POV accident prevention initiative sponsored by the National Safety Council has proven successful in reducing both the incidence and the degree of severity of POV accidents.

7. **RECOMMENDATIONS.** None.