

Army Safety Strategic Plan

Army Safety Strategic Plan

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The Army has cut its Class A-C accident rate by more than 50 percent over the past 10 years and decreased its fatality rate by more than 10 percent. Although the Army has made tremendous progress in safety, accidents still take a significant toll on all of our precious resources, most importantly, our people. In FY 2001, accidents claimed the lives of 169 soldiers—the equivalent of more than 5 Infantry platoons. No commander wants to injure a soldier or civilian in an accident. However, statistics indicate that a large percentage of our battalion and brigade commanders and every garrison commander can expect to suffer the accidental death of someone in their command. These accidents result from serious breakdowns in managing risk.

These accidental losses further drain already scarce resources and seriously impact readiness. Reducing accidental losses demands full dimensional planning and execution to integrate risk management into all operations and activities, to enable leaders to make informed decisions in controlling hazards and accepting risks. With risk management integration responsibilities now clearly established in Army policy, we must continue to move forward to reap the full potential of risk management and to protect the force.

On October 12, 1999, we articulated our vision—the Army Transformation—to posture the Army to better meet the demands of the 21st century. This vision is elaborated in the Transformation Campaign Plan, a document that charts our course in transforming into an Army more responsive and dominant at every point on the spectrum of operations and able to control a more complex future security environment. The wholesale revision of Army doctrine, force structure, training, and equipment resulting from the Army's Transformation provides not only a unique opportunity but an obligation to integrate—and institutionalize—safety and risk management throughout the Army. And only by integrating and institutionalizing safety and risk management into all dimensions of Army operations can we make the necessary further reductions in accidents and thus enhancements in readiness and the well-being of our soldiers and civilians. As required in the Transformation Campaign Plan, the Director of Army Safety, through the Army Safety Coordinating Panel established by AR 385-10, will coordinate with each Transformation Line of Operation proponent and with the Army safety community to ensure that safety and risk management strategies, objectives, and initiatives are embedded in Army Transformation.

This Army Safety Strategic Plan outlines the goals we have established for the Army safety program and fully supports the Army vision of caring for our soldiers and civilians, maintaining near-term training and readiness, and transforming the Army to meet the needs of today and the future. To fully implement this plan, the Director of Army Safety; Army staff principals who direct, acquire and resource the force; and Major Command Commanders who develop, project and sustain the force will develop and back-brief supporting operational plans and investment strategies that ensure risks are reduced to the lowest level possible and informed decisions on the residual risks are made at the appropriate level of authority.



Eric Shinseki
ERIC SHINSEKI
General
Chief of Staff, Army



Thomas E. White
THOMAS E. WHITE
Secretary of the Army



Army Safety Strategic Plan

Purposes

The purposes of the Army Safety Strategic Plan are to—

- Provide a single, integrated framework for the Army safety program mission, vision, strategic goals and objectives, to provide a basis for action plans.
- Identify requirements, opportunities, and initiatives to improve safety performance and strengthen risk management in support of the Army's vision.
- Provide a structure for linking the Army safety program requirements to the Army Planning, Programming, Budgeting, and Execution System (PPBES), to enable Army leadership to program safety priorities and to establish an investment plan with program elements for Army safety.
- Increase Army safety accountability and relevance.

Principles

The principles of Army safety strategic planning are—

- Army Safety strategic planning will be

focused on supporting the Army vision and enhancing Army readiness.

- Integrating agents, defined as Headquarters Department of the Army (HQDA) Principal Officials and Major Command (MACOM) commanders, will develop safety strategic plans and action plans that support the Army Safety Strategic Plan.
- The goals, objectives, requirements, opportunities, and priorities of the Army Safety Strategic Plan will be executed through Army leadership.
- The Army Safety Strategic Plan will be linked to the PPBES to ensure resource allocation.
- The Army Safety Coordinating Panel will oversee Army safety strategic planning and execution.

Responsibilities

Responsibilities for development and execution of the Army Safety Strategic Plan are as follows (see AR 385-10 for more detailed Army safety program responsibilities)—

- The Assistant Secretary of the Army (Installations and Environment) (ASA(I&E))

provides policy and oversight for the Secretary of Army and Chief of Staff.

- The Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), as the Army Secretariat's proponent for safety, will advise the ASA(I&E) on safety matters and establishing and overseeing the Army Safety Strategic Plan.

- The Chief of Staff of the Army (CSA) is responsible for the Army safety program and the Army Safety Strategic Plan.

- The Deputy Chief of Staff for Programs executes approved requirements and assists in integration of military requirements into the Army's programming process.

- The Director of Army Safety is the advisor to the CSA on safety issues, oversees execution of the Army Safety Program, synchronizes risk management integration efforts across the Army, and serves as the risk management advocate to the senior Army leadership.

- HQDA Principal Officials, as functional proponents, provide risk management integration leadership within their areas of responsibility to direct, acquire, and resource the force.

- Integrating Agents, defined as HQDA Principal Officials and MACOM Commanders, develop and implement plans to integrate risk management into their functional areas.

- In addition, Commanders of the Training and Doctrine Command (TRADOC), Forces Command (FORSCOM), and Army Materiel Command (AMC) are specially designated to coordinate activities across the Army to integrate risk management into programs to develop, project, and sustain the force, respectively.

Army Safety and Risk Management Integration Strategy

The following principles will be effectively integrated into all Army plans, programs, decision processes, operations, and activities:

- Accidents are an unacceptable impediment to Army missions, readiness, morale, and resources. Hence, accident risk management will be exercised by decision makers.

- Decision makers at every level will employ

the Army risk management process, as specified in AR 385-10, to avoid unnecessary residual risk to missions, personnel, equipment, and the environment.

- The acquisition of materials, equipment, facilities, and systems will maximize the use of engineering design to preclude unnecessary residual risk and control residual risks.

- Life cycle safety considerations will be an element in the acquisition, use, and disposal of chemicals and hazardous materials so as not to endanger or compromise public health and safety.

- Appropriate action will be taken to expeditiously correct nonconformities with mandated standards, workplace deficiencies hazards, and accident causes.

- 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).

Principal officials of HQDA are responsible to direct, resource, and evaluate the integration of risk management into the Army. A Department of the Army (DA) Safety Coordinating Panel (see Appendix) will be chartered to facilitate coordination and communication between MACOMs, the Director of Army Safety, and the Army Staff on risk management integration.

Linkage with the Resource Planning Process

The strategic planning process results in the definition of program requirements and priorities. Based on this information, the resources (personnel and support funding) required to achieve program goals can be accurately determined and, in turn, requested and defended through the Army PPBES. Thus, the Army Safety Strategic Plan and associated action plans will be used to determine the Army Safety program resource requirements.

Army Vision and Mission Statements

The Army vision:

- Soldiers On Point for the Nation Persuasive in Peace, Invincible in War

The Army mission:

- To fight and win the Nation's wars

Army Safety Vision and Mission Statements

The Army Safety vision statement:

- An Army culture in which informed risk decisions, made at appropriate levels, maximize readiness and minimize accidental losses of Army personnel and equipment

The Army Safety mission:

- Enhance combat readiness through proactive risk management

Army Safety Goals

The six goals of the Army Safety Program are —

1. Ensure the Army is a safe place for people to work and live. The Army will use Facility System Safety to identify and remove facility and infrastructure support hazards from installations, training operations, and forward bases.
2. Embed safety and the risk management process into all Army training developments and training. The Army will institutionalize risk management through training and leadership. Risk management will be embedded at all levels of soldier and leader training. Metrics will be used to assess the adequacy of this training and help ensure the establishment of a risk management culture in the Army. Key focus is for soldiers and civilian employees to learn risk management and to apply it in daily activities.
3. Ensure safety and the risk management process are integrated into all levels of doctrine and policy. Evolving policy, regulations, field manuals and strategic concepts, plans, and requirements will be reviewed by Army safety professionals at major Army commands, schoolhouses, training bases, operational commands, and the U.S. Army Safety Center to ensure that safety and risk management are embedded in Army doctrine and policy. Commander flexibility to train as soldiers fight and to train to standards will be the hallmarks of this effort.
4. Use risk management strategies throughout system life-cycle processes. During equipment modernization and new equipment acquisition, systems safety engineering will be applied throughout science and technology activities; research, development, testing and evaluation (RDT&E); and fielding/use. The use of systems safety will also be a key element in decisions to rebuild and upgrade legacy systems.
5. Structure the force to sustain any force mix and support any mission, including contingency and military operations other-than-war. Through active involvement in the development, training, and fielding of Interim Brigade Combat Teams, Interim Cavalry Regiments, and Interim Divisions, safety professionals will provide guidance on operational force design that optimizes protecting the force, readiness, and soldier well-being.
6. Provide and integrate risk management into all aspects of leader development. As with training, risk management will be embedded throughout military and civilian leader development, stressing, and providing the tools necessary, for this critical dimension of decision-making.

Objectives

In order to fully support Transformation, the Army Safety Strategic Plan is aligned with the Transformation Campaign Plan by linking the 6 Army safety goals to the 14 Army Transformation LOs. The Transformation LOs prescribe the elements—and define their associated responsibilities and requirements—of the Campaign Plan to transform the Army from a “Cold War” to a 21st century organization. Army-level proponents have been designated for each of the 14 LOs. These proponents are responsible for managing actions within their LO, ensuring objectives within their LO are satisfied, and executing key decision points defined in their LO. Likewise, risk management integration agents have been designated for each of the 14 LOs. Risk management integration agents are responsible for coordinating the actions required for accomplishment of the objective and ensuring the objective is met. The 14 LOs, along with their purpose and proponents (Army-level proponent, followed by risk management integration agent), are listed in Table 1.

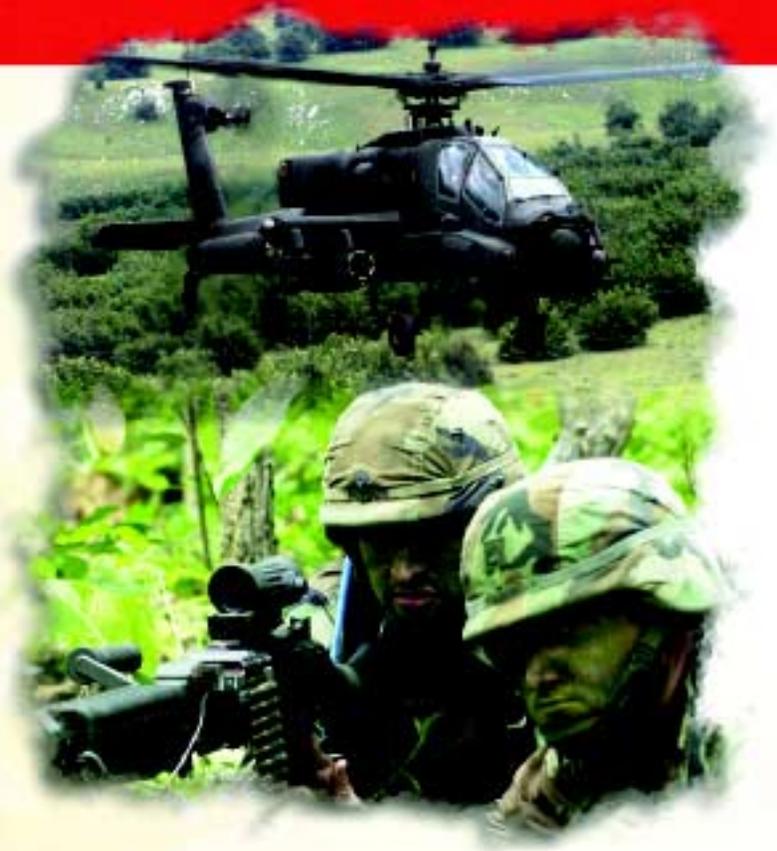


Table 1. Objectives to Integrate Risk Management within Transformation LOs

LO #1 Strategic Requirements and Planning	
Purpose: Address strategic requirements and planning to ensure that throughout the transformation process, all critical Commander in Chief (CINC) requirements are supported; incorporate emerging Army capabilities into CINC requirements for the future and within Joint and Service strategic documents.	DCSOPS DCSPRO
<i>Objective 1.17: Sustain and improve the Accident Investigation and Follow-up Process, to better define and prioritize Army-wide prevention requirements</i>	DASAF
<i>Objective 3.7: Benchmark with world-class industries/agencies</i>	DASAF
<i>Objective 4.5: Enable safety staffs to identify performance-based system requirements by publishing risk-, in lieu of compliance-, based standards</i>	AMC
<i>Objective 4.15: Establish safety investment strategies within plans for the Legacy, Interim and Objective Forces</i>	TRADOC
LO #2 - Modernization and Recapitalization	
Purpose: Ensure modernization and re-capitalization of Army forces. Conduct force development for Legacy, Interim and Objective Forces which includes the fielding and integration of new equipment and force designs. Ensure investment plans support overall force development.	DCSPRO AMC
<i>Objective 4.1: Revise Risk Management Information System (RMIS) to share system hazard information, After Action Reports (AARs) and lessons learned</i>	DASAF
<i>Objective 4.2: Place safety engineer in key recapitalization, modernization, and oversight positions</i>	AMC
<i>Objective 4.3: Enable Force Integration Staff Officer (FISO) to employ system safety information and develop investment strategy for systems</i>	DASAF
<i>Objective 4.4: Develop realistic uploaded vehicle quantity-distance standards based on test/analysis (to enhance force protection and readiness)</i>	AMC
<i>Objective 4.6: Enable system engineering staffs to develop performance-based safety input in materiel requirements documents</i>	TRADOC
<i>Objective 4.13: Ensure safety and risk management are integrated in Army Overarching Test and Evaluation Strategy to ensure that material solutions meet the user's requirements</i>	ATEC
<i>Objective 4.16: Ensure state-of-the-art Army system safety engineering and management techniques are integrated into the acquisition process</i>	ASAALT

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO#3 Manning the Force and Investing in Quality People	
Purpose: Man the force for full spectrum operations and invest in quality people to ensure a trained and ready force: man the war-fighting units at 100%; recruit and retain to meet the Army's needs; field soldier usable equipment; manage attrition and separation; redesign business practices and adapt personnel services and support to available technology; and enhance the well-being of the Army family.	DCSPER FORSCOM
<i>Objective 1.1: Integrate risk management into Army Well-Being and Quality of Life Programs</i>	DCSPER
<i>Objective 6.1: Implement innovative improvements to Career Program-12 (CP-12) recruitment, development, and retention to enhance risk management integration in leader development</i>	DASAF
LO #4 Maintain Unit Readiness and Training	
Purpose: Maintain required levels of unit readiness and training; analyze effects of transformation on readiness resource levels and provide recommendations to minimize turbulence, instability, and lowered overall readiness levels; continue to implement changes to AR 220-1 and the automated readiness system which will capture readiness requirements of the future force structure.	DCSOPS TRADOC
<i>Objective 2.3: Explore/exploit opportunities in using distance learning to maximize safety and risk management training</i>	TRADOC
<i>Objective 2.8: Integrate risk management into all initial entry training and functional training</i>	TRADOC
<i>Objective 2.9: Develop and provide risk management training for training developers, instructors, drill sergeants, and cadre</i>	TRADOC
<i>Objective 2.10: Integrate risk management "culture" into Army operations as an integral element of command and control at the (warfighting) unit level</i>	TRADOC

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO #5 - Training and Leader Development	
Purpose: Ensure training and leader development actions required to maintain trained and ready Legacy Forces and produce transformed units and leaders capable of joint warfighting as well as change. Create a learning environment that is responsive to emerging technologies and continuously improves processes, procedures, and products that support the Force.	DCSOPS TRADOC
<i>Objective 1.9: Integrate risk management principles into Center for Health Promotion and Preventive Medicine's (CHPPM) injury prevention training</i>	TSG
<i>Objective 2.1: Define and publish safety professional staff responsibilities in risk management education and training</i>	DASAF
<i>Objective 2.2: Identify and integrate specific safety and risk management training philosophies, requirements, and standards in Army training policy, including AR 350-1</i>	TRADOC
<i>Objective 2.5: Integrate risk management into joint and multinational education and training</i>	TRADOC
<i>Objective 2.6: Conduct soldier and decision maker risk management skills gap analysis and develop corrective action plan</i>	TRADOC
<i>Objective 2.7: Integrate risk management into training and training device development processes</i>	TRADOC
<i>Objective 6.2: Institutionalize risk management and safety awareness into leader development education and training</i>	TRADOC
<i>Objective 6.3: Integrate risk management into senior service colleges to communicate safety and risk management integration in force structure and support</i>	TRADOC
LO #6 - Joint/Army Strategy and Concepts	
Purpose: Ensure transformation of the operational Army has a firm strategic and operational foundation by embedding the requirement for strategically responsive, fully dominant landpower in key National, Defense Department, Joint, and Army documents for strategy, concepts, and doctrine.	DCSOPS TRADOC
<i>Objective 3.5: Integrate risk management into joint, multinational, and multiservice doctrine</i>	TRADOC

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO #7 - Army Doctrine	
Purpose: Integrate the development of Army doctrine and Tactics, Techniques and Procedures (TTPs) to support the transformation of the Army. Ensure current doctrine is revised to support the Legacy Forces through transformation, and Interim Force doctrine is developed and revised to support the Objective Force. Ensure integration with emerging joint and multinational doctrine throughout transformation to define Army capabilities and contributions in joint and multinational operations.	DCSOPS TRADOC
<i>Objective 3.2: Integrate and synchronize safety and risk management into Army policy and doctrine</i>	TRADOC
<i>Objective 3.8: Integrate safety and risk management into Interim Brigade Combat Team/ Brigade Combat Team (IBCT/BCT) manuals</i>	TRADOC
LO #8 - Operational Force Design	
Purpose: Develop and field operational force designs for combat forces, command and control, and support elements that are strategically responsive and dominant at every point on the spectrum of operations.	DCSOPS FORSCOM
<i>Objective 3.3: Establish requirement to embed the safety organization as special staff at all levels of command</i>	DCSOPS
<i>Objective 5.6: Evaluate the integration of risk management into Army Operational and Organizational (O&O) plans</i>	FORSCOM

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO #9 Deploying and Sustaining	
<p>Purpose: Ensure Army forces are capable of rapidly deploying in support of current and future operational force deployment goals; effectively sustain the full spectrum of Army operations, while synchronizing Army and Joint efforts to:</p> <ul style="list-style-type: none"> – Reduce the Operational Force sustainment requirement and related Combat Support/Combat Service Support (CS/CSS) demand on lift. – Reduce deployed Combat Support/Combat Service Support (CS/CSS) footprint in the combat zone. – Transform the Institutional support elements of the Army to be more strategically responsive (across the full spectrum); reduce cost for logistics/support without reducing warfighting capability. 	<p><u>DCSLOG</u> AMC</p>
<p><i>Objective 1.6: Incorporate risk management and safety into Army deployment/redeployment plans and requirements (with joint/host nation perspective)</i></p>	<p>FORSCOM</p>
<p><i>Objective 4.12: Develop explosives test data for vehicle packaging requirements, establishing Army standards, to allow the transport (all modes) of uploaded combat vehicles during upload exercises and contingency exercises</i></p>	<p>AMC</p>
<p><i>Objective 5.1: Integrate risk management into deployment/redeployment risk-based standards</i></p>	<p>FORSCOM</p>
<p><i>Objective 5.2: Develop means to evaluate safety readiness prior to deployment and incorporate as a readiness indicator</i></p>	<p>FORSCOM</p>
<p><i>Objective 5.3: Validate and integrate safety manager on all division and brigade-level Modified Table of Organization and Equipment (MTOEs)</i></p>	<p>FORSCOM</p>
LO #10 - Develop and Acquire Advanced Technology	
<p>Purpose: Develop and acquire advanced technology to provide materiel solutions for the Initial, Interim, and Objective Forces.</p>	<p><u>ASAALT</u> AMC</p>
<p><i>Objective 4.7: Employ insensitive munitions research for systems survivability</i></p>	<p>AMC</p>
<p><i>Objective 4.10: Establish investment strategy to strengthen and expand the application of systematic safety processes across all Doctrine, Training, Leadership, Operations, Maintenance, Support, (DTLOMS) commodities and types of operations</i></p>	<p>DASAF</p>
<p><i>Objective 4.11: Establish a safety investment strategy within the Army Science and Technology Master Plan (working groups and programs) to define programs, resources and milestones for Army wide safety research</i></p>	<p>ASAALT</p>

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO #11 - Management of Force Programs	
Purpose: Assess and design the Institutional Army throughout Transformation; integrate institutional reengineering initiatives using existing force management processes, while examining options for more efficient management practices.	DCSOPS FORSCOM
<i>Objective 5.5: Integrate risk management process into Legacy Force, Interim Force, and Objective Force design and operations</i>	FORSCOM

LO #12 Installations	
Purpose: Manage, modernize, and refine installations as strategic assets throughout the Army Transformation; assure necessary installation real property support and services are provided during Transformation and for the Objective Force, while providing proper stewardship of the environment.	ACSIM USACE
<i>Objective 1.2: Integrate safety and risk management into Base Operations (BASOPS) planning processes</i>	ACSIM
<i>Objective 1.3: Develop installation safety standards for world-class power projection platforms (specifically, deployment facilities)</i>	USACE
<i>Objective 1.4: Establish Facilities Systems Safety program to identify and design corrections to facility and support operations hazards while enhancing Mission Essential Task List (METL) and readiness</i>	USACE
<i>Objective 1.5: Integrate risk management in Military Construction (MILCON) and other construction policy, procedures, and execution</i>	USACE

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO #13 Strategic Communications	
Purpose: Synchronize and coordinate the Transformation strategic communications efforts to internal and external audiences to inform, educate and build consensus, to garner support, and to acquire the resources for Army Transformation.	DISC4 FORSCOM (USASigCmd)
<i>Objective 1.7: Fully integrate safety and risk management information requirements into the Army communication and information system to support leader planning and risk decisions</i>	FORSCOM (USASigCmd)
<i>Objective 1.10: Develop and provide leaders with access to near real-time information on hazards, risks, and controls from all sources impacting Army operations</i>	DASAF
<i>Objective 1.15: Develop and resource an Army Safety Communications Plan to support Transformation requirements</i>	DAPAO
<i>Objective 1.18: Develop an investment strategy for strategic safety communications</i>	FORSCOM (USASigCmd)
<i>Objective 2.4: Integrate communication of safety risk management and lessons learned in all Army training developments and training</i>	TRADOC
<i>Objective 3.9: Integrate the identification and communication of safety and risk management information and lessons learned into Army doctrine and policy</i>	TRADOC
<i>Objective 4.1: Develop investment strategy to automate system safety information collection and dissemination</i>	DASAF
<i>Objective 5.4: Integrate safety and risk management processes into global command and control system</i>	TRADOC
<i>Objective 5.7: Validate and integrate safety and risk management information systems into requirements documents for both tactical and non-tactical units</i>	FORSCOM
<i>Objective 6.4: Integrate communication of safety and risk management information and lessons learned into leader developments</i>	TRADOC

Table 1. Objectives to Integrate Risk Management within Transformation LOs (Continued)

LO #14 Resourcing	
Purpose: Integrate Army Transformation requirements with the Army resource process (Planning, Programming, Budgeting, Execution System (PPBES)) and ensure adequate funding for Transformation objectives.	DCSOPS PAE
<i>Objective 1.8: Centrally fund the activities of the DA Safety Coordinating Panel to serve as a forum for communicating and integrating safety and risk management integration in Transformation requirements and actions</i>	DASAF
<i>Objective 1.12: Develop, resource, and implement POV accident prevention program</i>	ACSIM
<i>Objective 1.13: Develop and resource an investment strategy for aviation accident prevention</i>	TRADOC
<i>Objective 1.14: Develop and resource an investment strategy for ground accident prevention</i>	TRADOC
<i>Objective 1.19: Develop and resource an investment strategy for workplace accident prevention</i>	ACSIM

Appendix

Army Safety Coordinating Panel

CHARTER

- 1. Name of Committee:** Army Safety Coordinating Panel.
- 2. Date Established:** 30 September 2001.
- 3. Date to be Terminated:** 29 September 2003.
- 4. Category and Type of Committee:** Departmental.
- 5. Mission or Purpose:** The Army Safety Coordinating Panel oversees Army safety strategic planning, and safety and risk management integration in the Army's Transformation. The functions of the panel are to:
 - a. Identify opportunities for integrating safety and risk management in synchronization with Army Transformation.
 - b. Oversee and assist in coordination of annual action plans that support the Army Safety Strategy.
 - c. Assess progress of actions specified in action plans that support the Army Safety Strategy and provide updates to the Secretary of the Army and the Chief of Staff, Army.
- 6. Direction and Control:** The Army Safety Coordinating Panel will be co-chaired by the Deputy Assistant Secretary of Army (Environment, Safety and Occupational Health) and the Director of Program Analysis and Evaluation, office of the Deputy Chief of Staff, Programs. It will report through the Vice Chief of Staff, Army, to the Chief of Staff, Army and through the Assistant Secretary of the Army (Installations and Environment) to the Secretary of the Army.
- 7. Authority:**
 - a. AR 385-10, The Army Safety Program, 29 February 2000.
 - b. AR 15-1, Committee Management, 27 November 1992.
- 8. Composition and Operation:**
 - a. The Army Safety Coordinating Panel will be comprised of the following individuals.
 - (1) Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), co-chair.
 - (2) Director of Program Analysis and Evaluation, office of the Deputy Chief of Staff, Programs.
 - (3) Deputy for Systems Management and Horizontal Technology Integration, Office of the Assistant Secretary of the Army, (Acquisition, Logistics and Technology).
 - (4) Director of Army Safety.
 - (5) Assistant Deputy Chief of Staff for Personnel.
 - (6) Assistant Deputy Chief of Staff for Logistics.
 - (7) Assistant Deputy Chief of Staff for Operations and Plans.
 - (8) Deputy Surgeon General.
 - (9) Assistant Chief of Staff for Installations Management.
 - (10) Chief of Staff, U.S. Army Materiel Command.

- (11) Chief of Staff, U.S. Army Training and Doctrine Command.
- (12) Deputy Chief of Staff for Personnel and Installation Management, Forces Command.
- (13) Vice Chief, National Guard Bureau.
- (14) Deputy Commander, U.S. Army Reserve Command.
- (15) Deputy Commander, U.S. Army Corps of Engineers.
- (16) Deputy Chief of Staff for Personnel and Installation Management, U.S. Army Europe.
- (17) Chief of Staff, Eighth U.S. Army.
- (18) Deputy Chief of Staff for Personnel, U.S. Army Pacific.
- (19) Deputy Chief of Staff for Personnel, U.S. Army South.
- (20) Deputy Chief of Staff for Personnel, U.S. Army Special Operations Command.

b. The Army Safety Coordinating Panel will meet twice a year or as called by the co-chairs. Issues requiring a decision will be presented and the panel will make recommendations to the co-chairs for decision.

c. The Army Safety Coordinating Panel may establish standing and ad hoc subgroups to work, respectively, long-term taskings and specific issues. In establishing a standing or ad hoc subgroup, the following will be clearly defined: purpose of the subgroup, the product expected from the subgroup, the date the product is required, and the subgroup chair and members. The subgroup chair is responsible for determining the subgroup's mode of operation, coordinating subgroup activities, accomplishing assigned tasks within requested timeframes, and reporting subgroup activities to the Panel.

9. Administrative Support: The Director of Army Safety will provide administrative support to the co-chairs. The Office of the Director of Army Safety will -

- a. Arrange and provide administrative and logistical support for Panel meetings.
- b. Provide a non-voting Secretary to record and distribute minutes of Panel meetings.
- c. Track assigned tasks from Panel meetings.
- d. Develop agendas for Panel meetings.
- e. Program funding for Panel activities and support.

10. Correspondence: Correspondence for the Army Safety Coordinating Panel should be directed to the Director of Army Safety, 200 Army Pentagon, Washington, DC 20310-0200.

November 2001



U.S. ARMY SAFETY CENTER