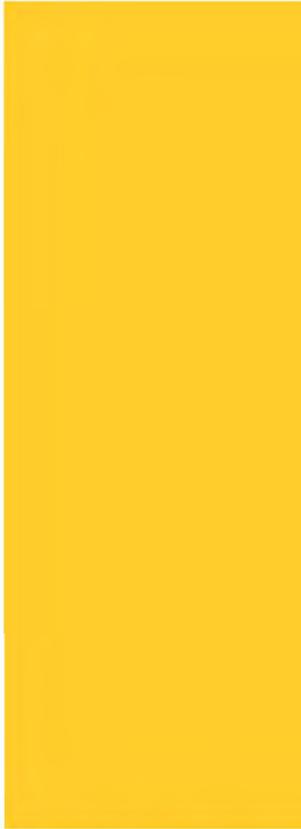


CP-12

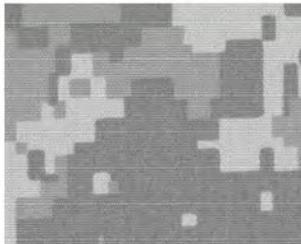
SAFETY &
OCCUPATIONAL HEALTH

STRATEGIC PLAN



U.S. ARMY

ARMY STRONG.™





DEPARTMENT OF THE ARMY
110 ARMY PENTAGON
WASHINGTON DC 20310-0110

CP-12 Strategic Plan – Endorsement Letter

The Safety and Occupational Health community is truly remarkable, with excellence that spans well beyond the knowledge of a wide range of hazards, controls, and safety assessment methods. The challenges of today's Army requires Safety and Occupational Health Professionals engage in a full spectrum of activities from physical, chemical, biological and behavioral sciences, mathematics, business, training and educational techniques, engineering concepts, and specialized kinds of operations to include construction, industrial, transportation, tactical, explosives, range, fire, electrical, radiation, aviation and medical. In order to maintain a high level of readiness for the current operational environments, our career program must be an education-oriented academic community engaged in opportunities to grow, develop and evolve as effective safety professionals. They must maintain their competency through continuous professional development throughout their careers.

Strategic planning is a critical element for articulating a shared vision, and for building partnerships that are necessary for the safety and occupational health community to work together on common goals. Our hope in embarking on strategic planning for Career Program 12 - one year ago - was to produce a vision and plan for a vital and interconnected career program that prepares civilian safety and occupational health professionals to meet challenging assignments through a clear outline of sequential and progressive training, and development opportunities.

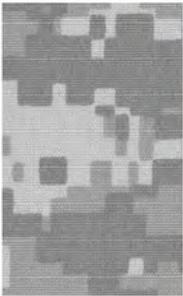
The attached CP-12 strategic plan establishes goals and objectives in four areas – acquire, train, sustain and transition – to ensure the Army maintains a well-qualified, highly motivated and well-balanced workforce capable and prepared to support the mission needs of the Army. All our efforts, including strategic planning, are founded on this mission. Our goals require not only that each of us thrive on his or her own, but also that we work together toward a larger purpose. While celebrating the successes of our past and present, we must also envision and prepare for the future

This plan is extremely important and requires your continuous commitment to understand and implement all facets of our mission, priorities, and vision for the future. We are determined to make measurable progress in fulfilling the commitments presented here. Our efforts will be guided by this new plan and it will be the basis for assessing our progress over the next five years. Our knowledge and contributions of today leave a legacy of an Army strong for tomorrow.

A handwritten signature in black ink, reading "Hew Wolfe".

Hew Wolfe

Deputy Assistant Secretary of the Army
(Environment, Safety and Occupational Health)



CP-12 Program Overview

Army Regulation (AR) 690-950, Career Management, governs the development, operation, and administration of Department of the Army Civilian (DAC) career programs. There are 31 Army career programs that represent approximately 300,000 DACs. The various career programs are, in functions and responsibilities, roughly equivalent to the Army's officer branches.

AR 690-950 requires each of the Army career programs to develop Army Civilian Training, Education and Development System (ACTEDS) plans. The purpose of the ACTEDS plan is to provide the concept and procedure for the systemic training and professional development of Army Civilian professionals, from intern to senior managerial and executive levels.

The Army Safety and Occupational Health Career Management Program (CP-12) ACTEDS plan outlines sequential and progressive training, professional development, and career opportunities for Safety and Occupational Health Professionals. There is currently no military occupational specialty for safety in the Army.

- 0017 — Explosives Safety (series 0018 below fulfills this requirement)
- 0018 — Safety and Occupational Health
- 0019 — Safety Technician
- 0081 — Fire Protection and Prevention
- 0099 — General Student Trainee
- 0301 — Miscellaneous Administration and Program
- 0303 — Miscellaneous Clerk and Assistant

- 0340 — Program Management
- 0343 — Management and Program Analyst
- 0344 — Management and Program Clerical and Assistance
- 0399 — Administration and Office Support Student Trainee
- 0640 — Industrial Hygiene Technician
- 0690 — Industrial Hygiene
- 0699 — Medical and Health Student Trainee
- 0803 — Safety Engineer
- 1306 — Health Physics
- 1399 — Physical Science Student Trainee
- 1815 — Air Safety Investigator
- 1825 — Aviation Safety
- 1899 — Investigation Student Trainee
- 5427 — Chemical Plant Operating
- 5205 — Gas and Radiation Detection

Note: Occupational series 0018 and 0081 are designated as mission critical occupations within the career program.

Army Safety and Occupational Health professionals are engaged in the prevention of accidents, incidents, and events that harm Army personnel and cause damage to property and the environment. They use qualitative and quantitative analyses of simple and complex products, systems, operations, and activities to identify hazards. They evaluate hazards to identify what events can occur and the likelihood of occurrence, severity of results, risk (a combination of probability and severity), and costs incurred. These factors are then used to develop and recommend appropriate

controls, which may include administrative controls (plans, policies, procedures, training, etc.) or engineering controls (safety features and systems, failsafe features, barriers, and other forms of protection). Recommendations are provided to commanders, managers, designers, employers, government agencies, and others.

Besides knowledge of a wide range of hazards, controls, and safety assessment methods, Safety and Occupational Health professionals must have knowledge of physical, chemical, biological, and behavioral sciences; mathematics; business; training and educational techniques; engineering concepts; and specialized operations (construction, industrial, transportation, tactical, explosives, range, fire, electrical, radiation, aviation, etc.). Careerists are required to possess skills in more than 80 competencies encompassing a core set of required skills, in addition to skill level requirements commensurate with their grade.

The CP-12 program provides training in various CP-12 career fields and leadership, supervision, and managerial development, from entry level to senior manager. It also provides general information and guidance on management of CP-12 career progression, key positions, and mobility requirements. The plan identifies training programs critical to the successful performance of the CP-12's force protection mission, and also complies with the imperative of maintaining a quality workforce as prescribed by the Army Chief of Staff.

The senior program official is Mr. Hershell E. Wolfe, Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health) and CP-12 Functional Chief. Dr. Brenda Miller serves as the CP-12 Functional Chief Representative and is responsible for the day-to-day management, execution, and administration of CP-12 to the career program manager. BG William T. Wolf, Director of Army Safety and Commanding General, U.S. Army Combat Readiness/Safety Center, serves as CP-12 Proponent and is responsible for all Army specialized safety and occupational health training.

CP-12 Mission Statement

To provide the Army a cadre of well qualified, trained, and led Civilian Safety and Occupational Health professionals with the technical depth, breadth, and insight needed to meet the Army's current and future Safety and Occupational Health needs.

CP-12 Program Purpose

The CP-12 program prepares Civilian Safety and Occupational Health professionals to meet a wide range of challenging assignments,

including contingency operations such as combat operations, humanitarian relief operations, and peacekeeping operations.

CP-12 Program Principles

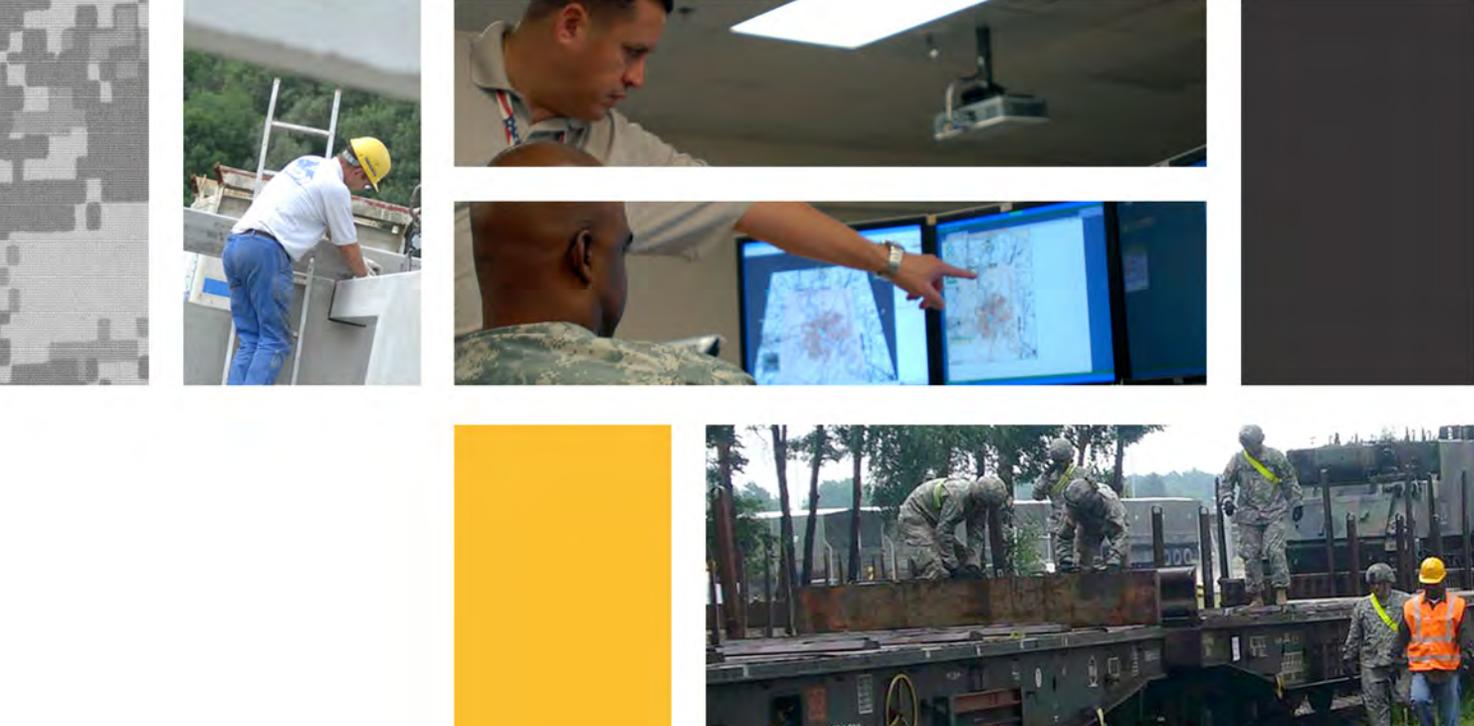
- Enhanced awareness and leader engagement: Safety and Occupational Health professionals develop, implement and conduct initiatives to enhance awareness and leader engagement on accident prevention and the application of composite risk management.
- Accident, illness and injury prevention: Safety and Occupational Health professionals manage safety, industrial hygiene, radiation protection, and fire safety programs and affect accidental injury and occupational illness rates through the application of lessons learned and best practices.
- Effective program and resource management: Safety and Occupational Health professionals identify, assess, and manage resources for program execution.
- Supervision of Safety and Occupational Health efforts: Safety and Occupational Health professionals must lead Safety and Occupational Health efforts and programs, ensuring continuity within the area of operation.
- Mission support: Safety and Occupational Health professionals provide accurate and timely safety, health, loss control, and composite risk management advice.

CP-12 Program Responsibilities

- Provide safety and occupational health personnel with a roadmap for career development
- Identify a logical, visible framework for developing competencies required of CP-12 personnel
- Develop a systematic, competency-based approach to identify appropriate training at appropriate points in a CP-12 careerist's career path
- Blend formal training, on-the-job training, developmental assignments, and careerist self-development
- Tailor CP-12 personnel requirements and include prescribed Civilian leader development

CP-12 Goals and Objectives

Future requirements for the Safety and Occupational Health workforce will place strong demands on our recruitment, training, and retention processes. CP-12 program goals and objectives have been established in four key areas: acquire, train, sustain, and transition.



Achievement of these goals and objectives will ensure commanders have trained and skilled safety professionals who anticipate and identify hazardous conditions and practices; assess risks; develop hazard control designs, methods, procedures, and programs; implement, administer, and advise others on hazard control initiatives; and measure, audit, and evaluate the effectiveness of accident prevention programs. Each objective has lead and support proponents. Proponents are responsible for developing and managing execution of action plans with assistance from other designated organizations as necessary, targeted at accomplishment of the objective. Development of action plans will be facilitated by the CP-12 Functional Chief Representative. The Functional Chief and Functional Chief Representative, along with the Career Program Manager, will approve and periodically review execution of action plans and, as required, provide guidance to the lead proponent.

Goal #1 (Acquire): Transition the new job series identified in the Civilian Workforce Transformation Initiative as additions to CP12

- Objective 1.1:** Establish one ACTEDS plan that includes each job series
- Objective 1.2:** Establish master training plan and skills assessment for each job series
- Objective 1.3:** Establish a formal career map

and career ladder for each job series
Objective 1.4: Launch the CP-12 Army Career Tracker

Objective 1.5: Establish and publish policy and procedures for competitive development (academic degree training, developmental assignments, senior leader opportunities, training with industry, etc.)

Objective 1.6: Expand partnerships with universities and OSHA education centers per memorandums of agreement and understanding

Objective 1.7: Expand CP-12 degree opportunities

Objective 1.8: Develop competency-based human capital strategic plan

Goal #2 (Acquire): Ensure the Army systematically plans and forecasts Safety and Occupational Health workforce requirements to support the Army's mission with trained and ready personnel

Objective 2.1: Conduct a formal workforce analysis on all CP-12 job series

Objective 2.2: Define human capital policies and strategies to recruit, select, and place Civilian Safety and Occupational Health professionals

Proponents

Lead: Office of the Deputy Assistant Secretary of

*the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative
Support: G-1, Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors, and Office of the Surgeon General, U.S. Army Medical Command*

Objective 2.3: Close Safety and Occupational Health competency gaps

Proponents

Lead: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Support: Director of Army Safety, U.S. Army Combat Readiness/Safety Center

Objective 2.4: Project CP-12 human capital requirements for mission critical occupations and all associated job series using Civilian Forecasting System (CIVFORS) and Workforce Analysis Support System (WASS)

Objective 2.5: Assess CP-12 competencies needed in the future, beginning with mission critical occupations and followed by remaining job series

Objective 2.6: Assess critical skills within the existing CP-12 workforce and project trends to support long-term forecasting

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, G-1

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Goal #3 (Train): Provide appropriate education and training for individuals and Safety and Occupational Health professionals to meet Army mission requirements

Objective 3.1: Ensure every Safety and Occupational Health professional completes the appropriate level of training requirements for their position and grade

Proponents

Lead: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Support: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, and Director of Army Safety, U.S. Army Combat Readiness/Safety Center

Objective 3.2: Ensure every Safety and Occupational Health professional has a clearly defined career path, career map and associated individual development plan

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, Career Program Planning Board

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Objective 3.3: Expand training venues to ensure accessibility to Soldiers and Civilians Army-wide

Proponents

Lead: Director of Army Safety, U.S. Army Combat Readiness/Safety Center

Support: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Objective 3.4: Assess and close gaps between required explosives safety competencies and available training to improve the performance of Safety and Occupational Health professionals and strengthen the Army's explosives safety program using the Explosives Safety Training Implementation Plan

Proponents

Lead: CP-12 Explosives Safety Training Working Group

Support: U.S. Army Defense Ammunition Center, Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors, CP-12 Functional Chief Representative, and Director of Army Safety, U.S. Army Combat Readiness/Safety Center

Goal #4 (Sustain): Provide professional development opportunities

Objective 4.1: Develop and implement a supervisor, manager, and executive-level leader development plan

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Objective 4.2: Develop policies, programs, and initiatives fostering professional development aligned with the Army's Safety and Occupational Health strategic plan

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, Director of Army Safety

Support: Army G-1, Army G-3/5/7

Objective 4.3: Establish partnerships with industry, other government agencies, and institutions of higher learning to address common concerns and leverage best practices

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, Functional Representatives (0018, 0690, 0803, 1306, 1815)

Support: Army G-3/5/7, Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors

Goal #5 (Transition): Professionalize the CP-12 Program

Objective 5.1: Transition 0018 safety skill series from administrative series to professional series

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, Director of Army Safety

Support: Office of Personnel Management

Objective 5.2: Develop and obtain CP-12 program accreditation

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative

Support: U.S. Army Combat Readiness/Safety Center, American National Standards Institute (ANSI), American Council on Education

Objective 5.3: Maintain ANSI accreditation for CP-12 certificate program, develop CP-12 Explosives Safety certificate program, and obtain Army accreditation status

Objective 5.4: Develop an Army CP-12 certification program

Proponents

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Functional Chief Representative, Functional Representatives (0018, 0690, 0803, 1306, 1815)

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors, ANSI

Objective 5.5: Develop formal professional development and degree programs for the firefighter community

Proponents

Lead: CP-12 Functional Chief Representative, Functional Representatives (0081, 0018, 0690, 0803, 1306, 1815)

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit Safety Directors, ANSI



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