Message from Mr. Collins

Deputy Assistant Secretary of the Army, ESOH and Functional Chief, CP-12

Of the Department of Defense's (DoD) military services, the Army has the most complex and extensive explosives safety responsibilities. To meet these responsibilities, the Army must implement and maintain a comprehensive explosives safety management program (ESMP). As with every program, the Army seeks to continuously improve its ESMP. Recently, Army leadership took proactive steps to do so, including issuance of a Headquarters Department of the Army Execution Order (HQDA EXORD 043-17), Campaign on Ammunition and Explosives (AE) Safety, 14 November 2016, and development of an Army Explosives Safety Handbook that will serve as a resource for safety and occupational health (SOH) professionals and others “with career management and professional development information they need to keep pace with the Army's [explosives safety] management requirements.” The Army has also better defined the career development requirements, responsibilities, competencies and training requirements of the 0017 Explosives Safety Specialist.

HQDA EXORD 043-17 directs commanders and directors responsible for operations involving DoD military munitions to “execute an enduring proactive campaign to identify and manage risks associated with AE [ammunitions and explosives, also referred to as DoD military munitions] and the conduct of AE-related activities in compliance with” applicable DoD and Army explosives safety policy and criteria. Collectively, the steps the Army is taking will help it meet the Army leadership's intent, as outlined in HQDA EXORD 043-17, of reiterating existing DoD military munitions explosives safety standards and munitions management requirements to improve the Army’s ESMP and reinforce a culture of safety and discipline.

Army leaders of every rank have a myriad of responsibilities they must meet in the performance of their military mission. Among the most important are (a) ensuring personnel understand clearly and are trained and qualified to meet their individual responsibilities; (b) protecting the military personnel and critical resources required to accomplish their missions; and (c) protecting the public from harm. Although accidents or incidents involving AE are infrequent, when they occur, the consequences often involve the death or injury of military personnel and the loss of critical assets, including the munitions involved. Such accidents and incidents may also result in the death or injury of civilian personnel and collateral damage to public assets. Leaders and SOH professionals are obligated to understand both the importance of complying with explosives safety criteria and the potential consequences (risk) associated with deviating from this criteria.

The final draft of the U.S. Army Explosives Safety Handbook states, “Army SOH professionals play a critical role in ensuring AE are safely managed through the munitions lifecycle.” SOH professionals, in coordination with military and civilian munitions managers, are best equipped to assist commanders and directors in maintaining the safety of AE-related operations. This includes analyzing the risks associated with deviating from explosives safety criteria and offering options for mitigating the risks involved.

The relatively new SOH series, Explosives Safety 0017, provides leaders with personnel who have expertise in the management, supervision and administration of AE-related operations. SOH explosives safety professionals are able to lead or perform AE-related operations and tasks. More importantly, explosives safety professionals who are well versed in the application of explosives safety policy and criteria are able to provide leaders advice on protecting personnel and property from the hazardous consequences of intentional or unintentional detonations. In doing so, these SOH professionals are able to assist leaders in reducing and mitigating such risk.

Leaders at every level need to increase their personal understanding of explosives safety criteria and munitions management and encourage explosives safety SOH professionals to continue to develop their invaluable expertise through the Army’s numerous training opportunities. In addition, I encourage leaders and explosives safety SOH professionals to become more familiar with the resources available to support them in implementing and maintaining a comprehensive and robust ESMP.
MESSAGE FROM THE CG, COMBAT READINESS CENTER AND DIRECTOR OF ARMY SAFETY

Brig. Gen. David J. Francis
Commanding General, USACRC and Director of Army Safety
Fort Rucker, Ala.

Strengthening ammunition and explosives safety is a priority of Army leadership. Appreciating the potential catastrophic consequences and impact on readiness of an explosives mishap, the Army has always stressed the importance of rigorous, comprehensive management of explosives safety programs and compliance with policy and standards. However, challenges such as personnel turnover, fiscal restraints, aging infrastructure and technical innovations continuously erode the proficiency of the program, requiring ongoing assessment and improvements.

Throughout this newsletter, you will read our strategy and some of the many steps we are taking to strengthen the ammunition and explosives safety program. Headquarters, Department of the Army Execution Order 043-17, Campaign on Ammunition and Explosives (AE) Safety, directs actions at the Army staff and headquarters and senior commander levels to reinforce a culture of AE safety and discipline with safety standards/munitions management. The Munitions and Explosives Safety Management Council (MESMC), which reports to the DASA(ESOH) and me, has been established to manage the campaign and assess other areas of Army explosives safety management in need of updates and improvements. The Training and Knowledge Management Work Group, a subgroup of the MESMC, has been especially busy updating explosives safety competencies and training and developing career management plans for the 0017 Explosives Safety Specialist pilot. Articles from the U.S. Army Technical Center for Explosives Safety present a novel approach to site planning and experiences of an explosives safety specialist deployed to Kuwait and Afghanistan.

Despite the emphasis and outstanding efforts safety professionals, ammunition specialists and others put forth each day, ammunition and explosives operations are obviously not without risk. Risk management is a critical component of ammunition and explosives safety, and our responsibility as safety professionals is to assist commanders in analyzing and articulating risk and managing loss prevention efforts. To be successful, our safety professionals must maintain competency in their assigned tasks, get integrated into planning and operations and keep their leadership informed.

I want to sincerely thank you for your commitment, professionalism and devotion to Army safety. You are making a difference!

Readiness through Safety!

DAVID J. FRANCIS
BG, USA
Commanding
MESSAGE FROM THE CP-12 FUNCTIONAL CHIEF REPRESENTATIVE

Greetings Safety and Occupational Health Careerists!

First, we are seeking high-potential leaders for the newly developed CP-12 Talent Management Program, which will be unveiled at the upcoming Emerging Leader Summit in June.

Before you decide to engage in the CP-12 Talent Management Program, I challenge you to do some self-reflection. We are looking for careerists who communicate effectively and are committed to the professional Army ethic. The Army wants potential leaders who are willing to do more than expected, put the mission first and set the example on and off duty in all areas. The Army values are non-negotiable. Do you know the values and adhere to them? Are you committed to personal growth? Do you know and adhere to the standards in our profession? Do you offer solutions or problems?

ARMY CIVILIAN CORPS CREED

I am an Army Civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and Civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army Civilian.
CAMPAIGN ON AMMUNITION AND EXPLOSIVES SAFETY

In December 2015, the Department of Defense Explosives Safety Board (DDESB) reported findings of its 2012-2014 evaluation of the Army’s Explosives Safety Management Program (ESMP). The evaluation consisted of an in-depth look at how the Army manages safety across the lifecycle of ammunition and explosives (AE) and spectrum of operations.

DDESB identified weaknesses in:
- explosives safety site planning and master planning
- training
- explosives safety responsibilities, organization and staffing levels
- management and documentation of explosives safety deviations
- explosives safety data management
- management and oversight of contractor operations
- demilitarization of excess, obsolete, or unserviceable AE

Given the potential for catastrophic consequences from AE mishaps, Army safety and logistics leadership directed initiation of a Campaign on Ammunition and Explosives Safety to reinforce the culture of AE safety and discipline with safety standards and munitions management. The campaign is outlined in Headquarters, Department of the Army (HQDA) Execution Order (EXORD) 043-17, “Campaign on Ammunition and Explosives (AE) Safety.”

HQDA EXORD 043-17 presents an enduring campaign to manage risk to an acceptable level by requiring commanders to establish effective and comprehensive ESMPs that are sustained and implemented by subordinate commands. It directs commanders and directors with an AE mission to identify and manage risks associated with AE and the conduct of AE-related activities. The overarching intent is to reinforce a culture of AE safety and discipline with safety standards/munitions management by:
- ensuring proper management of AE
- ensuring proper manning and execution of a command ESMP
- ensuring proper resourcing
- reinforcing command engagement in explosives safety and AE management

The primary objectives of the MESMC are to:
- develop and manage corrective actions to address findings identified in DDESB as well as internal Army audits, evaluations and reviews
- conduct a comprehensive assessment of the implementation and effectiveness of Army ESMP across DOTMLPF-P and develop recommendations to address weaknesses

The Office of the Director of Army Safety is incorporating new explosives safety requirements in HQDA EXORD 043-17 into the revision of AR 385-10, The Army Safety Program, and DA PAM 385-64, Ammunition and Explosives Safety Standards.

For more information on the Campaign on Ammunition and Explosives Safety or the MESMC, contact me at james.t.patton10.civ@mail.mil.
EXPLOSIVES SAFETY TRAINING AND KNOWLEDGE MANAGEMENT

The Army manages DoD’s largest ammunition and explosives inventory and is the principal provider of both explosives safety and ammunition and explosives management training. Because of the size of the mission and the inherent risks associated with explosives, we are building a robust and effective ES program to protect the Army’s resources from unintentional, potentially-damaging effects of DOD military munitions. Safety and occupational health professionals have a critical role in ensuring ammunition and explosives are safely handled, stored, transported, maintained, used, and demil. They are directly responsible for developing ES programs and ensuring compliance with applicable laws, regulations, policies, procedures, and explosives safety criteria at the installations and activities to which they are assigned.

In January 2017, the Munitions and Explosives Safety Management Council (MESMC) chartered a Training and Knowledge Management Working Group (TKMWG) to:

a. Assess the implementation and effectiveness of Army explosives safety (ES) training and knowledge management.

b. Develop, monitor and provide Army- approval of the CP-12 Explosives Safety Certificate Program Plan.

c. Provide direction and oversight of the ES training program found in DA PAM 385-64, Figure 1-1.

d. Provide on-going oversight as necessary to ensure the components of the CP-12 Explosives Safety Certificate Program are responsible, effective and congruent with the certificate program plan and Army requirements.

e. Implement programs and actions for enhancing the competencies and training for personnel with ES responsibilities.

f. Perform other functions and duties as directed by the MESMC.

The TKMWG meets quarterly and is co-chaired by the U.S. Army Combat Readiness Center (CRC) and the U. S. Army Defense Ammunition Center (DAC) and composed of subject matter experts, primarily from the explosives safety and logistics communities, representing the organizations included in the TKMWG charter (enclosed).

In January 2018, the TKMWG published an Explosives Safety Handbook. The handbook provides Army SOH professionals with the career management and professional development information they need to keep pace with the Army’s ES management requirements in a dynamic and changing environment. It defines the ES job responsibilities, competency requirements, training opportunities and support tools necessary to ensure Army SOH professionals possess the skills and expertise
necessary to support the Army’s Explosives Safety Management Program.

The working group conducted an extensive study of ES competencies. The ES technical competency model provides a framework for documenting ES standards of competency and guiding training development for CP-12 safety professionals across career levels.

The ESTWG organized technical tasks under 13 competency areas:
- ESMP management
- Ammunition and explosives materials
- Ammunition and explosives transportation
- Ammunition and explosives storage
- Electrical safety
- Ammunition and explosives accidents and incidents
- Emergency response
- Master planning
- Explosives safety quantity distance site planning
- Risk management
- Demil
- Tactical/deployed explosives safety
- Industrial research development, test and evaluation explosives safety

Detailed descriptions of the competency model areas and associated tasks can be found in the January 2018 Explosives Safety Handbook. Mr. Paul Cummins and Dr. Brenda Miller serve as the TKMWG co-chairs.

Fiscal 2018 progress to date includes:
- Expanded membership to develop a broad cross-section of commands
- Developed FY18 initiative areas
- Finalized the Army ES handbook for publication
- Developed the 0017 pilot intern training and development program. Ten explosives safety interns are in the process of being hired and will participate in a two-year pilot program. In the upcoming quarter the group will focus on assessing and validating 0017 Manning requirements and finalizing the ES Annex annex for the CP-12 ACTEDS plan.

Other TKMWG initiatives include:
1. Defining the path forward for incorporating simulation technology into personnel training and assessment.
2. Building a formal structure for 0017 competency-based career progression, training and development.
3. Reviewing qualification standards and PDs to ensure competency requirements are codified.
4. Developing an Army guide for tactical ES.
5. Developing a leader’s ES course.
6. Supporting the ANSI-accredited ES certificate program.
7. Defining the path and components for establishing ES personnel certification.

We have made substantial progress but still have much to do! Stay tuned for updates on ES career development and training.
GS 0017 EXPLOSIVES SAFETY CAREER PATH

Outside Hire – GS-11/12/13/14/15
Outside Hire
(Requires FCR Approval)
As a Condition of employment, within 12 months of hire, must complete the CP-12 Careerist Resident Training (Level 1 Skills) conducted at Fort Rucker, Alabama OR fulfill all Pre-Regs and Level 1 CP-12 skills outlined in the 0018 Master Training Plan. Extensions require FCR approval.

0019 Tech/Veterans/Colleges/ University/PIP.
Feeder to Entry 0018

https://safety.army.mil/cp-12
EXPLOSIVE SAFETY: HOW THE ARMY AMMUNITION WARRANT OFFICER SUPPORTS THE COMMANDER

Safety is an inherent responsibility of commanders at all levels. Ammunition and explosives (AE) can be found on nearly every post in our Army and present unique hazards to the command and local communities. Whether a large installation or a small National Guard base, all Soldiers handle, transport and expend AE. The hazards require specialized Soldiers to ensure the safety of the users, handlers, garrison and public. The Army trains the ammunition warrant officer, MOS 890A, to tackle these hazards to keep the command and public safe.

The cardinal rule of explosive safety is to expose the minimum amount of personnel to the minimum amount of ammunition for the minimum amount of time required for mission accomplishment. That is, no one should be exposed to AE unnecessarily. One of the Army ammunition warrant officer’s primary responsibilities is to safeguard personnel and equipment from AE hazards.

The Army ammunition warrant officer assists the commander and the brigade safety officer with explosive safety with three primary skill sets. First is ammunition accountability. All AE must be properly accounted for at all times. Think of the local ammunition supply point (ASP) like your local bank. When a unit requests and receives AE for training, it is deducted from the ASP account and annotated on record documents. At the completion of the training, all unused AE must be returned to the ASP and deposited back on the ASP account. Ammunition residue, left over items such as brass cartridges, ammunition containers, etc., must also be returned. Added together, the expended residue and unexpended live ammunition must reconcile to the amount withdrawn from the ASP. The ammunition warrant officer ensures this process is conducted in accordance with Army supply regulations. Any discrepancies result in the unit’s account being frozen from further activity and the ammunition warrant officer contacting the unit’s leadership for resolution. This process ensures that ammunition is not left on the range, accidently dropped from a vehicle during transportation or left in the hands of the troops. There are plenty of news reports of Soldiers caught with AE in their possession illegally, and while no process is foolproof, the accountability process helps ensure AE is not left unsecured and presenting a hazard to the Soldiers, command and the public.

Second, the ammunition warrant officer at the ASP and field training exercises help quality assurance specialists ensure all AE is properly transported over the installation and public highways and stored properly in accordance with range control regulations. Units transporting AE must have fully mission capable vehicles that pass a rigorous inspection using DD Form 626 (Motor Vehicle Inspection-Transportation Hazardous Materials). Vehicles that are found to have faults must be repaired or replaced prior to transport. Equally important is properly securing the AE on the vehicles. This control measure helps...
reduce the severity of effects if there is a vehicle mishap or accident. The Army ammunition warrant officer and quality assurance specialist are both vital to reducing risks when AE is being transported.

Finally, the ammunition warrant officer provides subject matter expertise to all commanders at all levels. They provide guidance on safe and regulatory AE storage procedures, deviation procedures, physical security, transportation, issue and receipt procedures, and overall explosive safety. The ammunition warrant officer acts as a staff officer to the local commanders when needed and is an active participant in the senior commander’s explosive safety management planning, boards and councils.

While not every installation has an Army ammunition warrant officer assigned, safety careerist can benefit from the ammunition warrant officer by leveraging their expertise for explosive safety when available. They are highly trained AE technical experts and logisticians and play a key role in the command’s explosive safety success.

Chief Warrant Officer 5 Chris Haynes is a senior ammunition logistician at the U.S. Army Combat Readiness Center at Fort Rucker, Alabama. He can be reached at Christopher.L.Haynes3.mil@mail.mil.

Chief Warrant Officer 2 Davis Yoon is the brigade ammunition technician for the 1st Armored Brigade, 1st Cavalry Division, Fort Hood, Texas, and can be reached at Davis.J.Yoon.mil@mail.mil.

I have been on multiple trips to Iraq and Kuwait while working as a 0017 explosives safety specialist for the U.S. Army Technical Center for Explosives Safety (USATCES). I first deployed to Kuwait back in 2015. I’ve been back several times over the last three years. The team I was part of back in 2015 found that the explosives safety standards were not being properly implemented across Iraq and Kuwait. The locations lacked the expertise that 0017s bring. We have spent the last three years establishing Explosives Safety Management Programs (ESMP), generating Explosives explosives Safety Site Plans (ESSP), and conducting Ammunition and Explosives (AE) risk assessments. We have gained the Department of Defense Explosives Safety Board’s final approval for most of the Army’s AE locations in Kuwait. There are only a couple locations left that we are still working to finalize. The Army installations in Iraq have also seen substantial improvements toward safe operations.

Most of the Army- controlled AE locations in Iraq lacked risk assessments at the end of 2015. I surveyed all the sites in Iraq that I could and then went to work generating AE risk assessments for each location. I generated as many of the assessments that as I could and then handed over the work to my replacement who kept it moving forward. We have been making progress as a team to decrease the AE risk to military, civilians, contractors and multinationals, increasing safety across the area of responsibility (AOR).

Deploying is a group effort. Our time is limited until our replacement shows up to take over where we leave off. The last three years have been very successful for 0017s who have deployed in support of DoD operations in Iraq and Kuwait. We 0017s have ensured the proper AE storage locations were built, troops were relocated outside the AE hazard zones, and the remaining level of risk was accepted by the correct leadership level throughout Iraq and Kuwait. None of this would have been possible without the combined efforts from the 0017 career field.

https://safety.army.mil/cp-12
KOIREA SITE PLANNING PROCESS: A PRIOR CP-12 EXPLOSIVES SAFETY INTERN PERSPECTIVE

Ronald Allen
Explosives Safety Specialist

As a former CP-12 intern and now a current CP-12 Careerist focused on explosives safety, I have had the opportunity to be fully engaged in the Korean site-planning process. This opportunity has allowed me to develop and refine my explosives safety siting skills. These challenging assignments have forced me to think outside of ordinary explosives safety siting environments and processes. Korea is unlike most places when it comes to sitting ammunition and explosives (AE) due to the land constraints for AE storage, urban development and rugged terrain. This opportunity has allowed me to develop my skill to evaluate and understand Army explosives regulations. My efforts have also included interaction and providing explosives safety technical assistance to both U.S. and Republic of Korea civilians and military. My efforts with explosives safety site planning ensure the minimal amount of Army personnel are exposed to the minimal amount of explosives for the minimal amount of time. As a former CP-12 intern, I encourage you to accept challenging assignments so you can continually improve and refine your skills.

EXPLOSIVES SAFETY SPECIALIST INTERN PROGRAM PILOT

Carl Thomas
Director, U.S. Army Technical Center for Explosives Safety

The Defense Ammunition Center (DAC), located in McAlester, Oklahoma, is the Center of Excellence for Munitions and Explosives Safety. DAC provides worldwide support, technical expertise and training for munitions, explosives safety and hazardous materials to enable successful military operations. To provide this support, DAC has a team of highly skilled and professional explosives safety specialists. Career Program 12 (CP-12) will soon bring on 10 new interns to become part of the Army team of explosives safety specialists.

Explosives safety specialists are part of CP-12, which covers all safety and occupational health career fields. The newly selected interns will participate in a two-year program of training and hands-on learning to develop their knowledge and skills. During the program, interns will spend time learning overall safety concepts and specific explosives safety training. The program consists of online courses, CP-12-specific training, Occupational Safety and Health Administration (OSHA) courses through Eastern Kentucky University and on-the-job assignments to practice what the interns have learned. The intern program will run March 2018 through March 2020. At the end of the program, the interns will be certified explosives safety specialists. Contact your command explosive safety representative or your CP-12 representative for more information on how you can become part of Army’s team of explosives safety specialists.
The ASA, Manpower, Reserve and Affairs, has released a memo highlighting Army civilian development planning and documenting the results in an individual development plan (IDP).

The IDPs will be documented and maintained in Army Career Tracker (ACT), the Army’s system of record for IDPs, or in a system that interfaces with ACT. For example, the acquisition community, may use the Career Acquisition Personnel and and Position Management Information System (CAPPMIS). The Total Employee Development System (TED) interface feed with ACT is currently projected to be completed by the end of third quarter, Fiscal 2018.

Currently, when an employee completes their IDP and it is approved by their supervisor, it becomes a “static” document and cannot be changed or modified without creating a new IDP to replace it while adding goals without specifying a timeframe for long-term goals. ACT has plans to provide second line Supervisor/Leader Lead and Management Dashboard and IDP visibility to their subordinates. ACT is currently scheduled to complete the IDP recall NLT no later than the end of third quarter, Fiscal 2018. The IDP recall function will allow users to recall their IDPs that are in pending approval mode and make changes and resubmit them to the supervisors without creating a new IDP.

Future ACT IDP plans beyond FY18 are to make the IDP more intuitive while improving the user experience. A “wizard” will guide the user through the process of creating a new IDP, updating an existing IDP, etc.

The goal is to make ACT a more positive experience for both employees and supervisors.

Discover the IDP functionality within ACT by going to https://actnow.army.mil and clicking on Plan and then Individual Development Plan.

CIVILIAN WORKFORCE TRANSFORMATION – THE ROADMAP FORWARD

The Supervisor Enrichment and Development Program (SEDP) will be piloted in select commands beginning in April. The program is intended to supplement the training and resources already available. The SEDP is an 18-month program designed to deliberately walk a first-time supervisor of Army Civilians through their supervisory probationary period and set them up for success as a supervisor. The program will give new supervisors the needed guidance, confidence and competencies to build ready and resilient teams, and retain an engaged workforce. Currently, the program is targeted at new supervisors, but the resources provided will be a great reference for all supervisors.

Civilian Workforce Transformation, in continuing its employee engagement efforts, and would like to better define the ideal Army civilian culture. Overall, the Army’s level of engagement is still not where it needs to be, and focusing on culture more directly will help. Why culture? High-performing organizations have a strong culture that drives how they operate. This initiative requires a long-term effort and senior leader ownership to cultivate a high-performance culture.

ARMY EMERGENCY MANAGEMENT CERTIFICATE PROGRAM

Roadmap For Success

Emergency managers in the Army serve as the focal point for all-hazards lifecycle risk and disaster management. They coordinate building, sustaining and delivering core capabilities to prevent, protect from, mitigate against, respond to, and recover from any threat or hazard. This work requires knowledge of emergency management (EM) and related directives, policies, regulations, procedures and methods, and the ability to collaborate with and foster relationships across federal, state, tribal, and local governments, non-governmental organizations, the private sector, and their response mechanisms and authorities. This certificate program strengthens EM training, education and competence across
core and advanced career levels and provides emergency management EM professionals with a well-defined roadmap for success. This ensures the Army has a continuous source of highly trained and competent professionals to develop and maintain EM programs across the Army enterprise.

Understanding Certificate Requirements
A working group of EM senior leaders and subject matter experts from multiple Army commands and organizations assessed EM policy, technical responsibilities, and career developmental needs to define and document the competencies, training, and education necessary to support the Army EM program. The unique requirements for each certificate track were a direct result of this comprehensive assessment.

Certificate Program
The EM professional is a relatively new occupational series, though many Army organizations have had personnel performing EM duties for decades. With the Office of Personnel Management’s creation of Occupational Specialty (OS) 0089 Emergency Management Specialist, most individuals working in an EM position are now under the 0089 OS within Career Program 12, Safety and Occupational Health. EM offices and personnel are found on Army installations, at the U.S. Army Medical Command (MEDCOM) and U.S. Army Corps of Engineers (USACE), on Army Service Component Command (ASCC) staffs, and other Army staff sections. This certificate program is specifically designed for careerists whose daily activities and responsibilities are primarily related to EM. All CP-12 Safety and Occupational Health EMs are eligible to apply.

**Level One:** This certificate recognizes professionals possessing general knowledge and understanding of disaster management functions and requirements. The certificate is open to military service members and DoD civilian personnel who have EM responsibilities and meet defined eligibility requirements.

**Level Two:** Builds on the Level One program and recognizes individuals completing training in advanced EM principles, program management, and technical requirements. Training and educational requirements for the Level Two program are specific to identified functional areas: Army installation EM, MEDCOM, and USACE. If you are in an ASCC or other command or staff position, follow the Army Installation (IEM) criteria.

**Level Three:** Upon development, this program will recognize master-level competence in EM. Training and educational requirements for the Level Three program will be specific to identified functional areas: Army IEM, MEDCOM, and USACE. Each certificate track entails successful completion of defined prerequisite and requisite training, education, and experiential requirements, and submission of supporting documentation as outlined in Army Emergency Management Certificate Program application procedures.

Certificate Training Requirements

**Professional Certificate in Army Emergency Management—Level One:**
1. Army Civilian Foundation Basic, or equivalent
2. CAC Leavenworth 1-250-AODC DL—Army Action Officer Course
3. IS-100.FWa Introduction to ICS for Federal Workers
4. IS-120.a Introduction to Exercises
5. IS-130 Exercise Evaluation and Improvement Planning
6. IS-200.b ICS for Single Resource and Initial Action Incidents
8. IS-454 Fundamentals of Risk Management
9. IS-546.a COOP Awareness
10. IS-700.a NIMS Introduction
11. IS-800.b NRF Introduction
Professional Certificate in Army Emergency Management—Level Two: 
1. Grade appropriate Civilian Education System Course or equivalent 
2. Army EOC Course 

In addition, there are specialized functional area and/or command-specific training requirements for each functional area: Army IEM, MEDCOM and USACE. For further details, see the certificate issuance policy and application forms. The CP-12 Professional Certificate Program in Army Emergency Management Issuance Policies and application forms can be found on the U.S. Army Combat Readiness Center site at https://safety.army.mil/CP-12.aspx.

Benefits
Emergency managers fulfill a critical role in planning for, carrying out and coordinating emergency functions to prevent, protect from, mitigate against, respond to and recover from emergencies and disasters. Their work supports a comprehensive EM plan aimed at strengthening the nation’s security and resilience. This certificate program will help the Army establish a common skill level across commands and activities with an EM mission, and ensure the knowledge and abilities of the EM workforce keep pace with technological, professional and mission advancements. Participation in this program will help you:
- gain the knowledge, skills, and abilities that you can apply immediately on the job.
- proactively manage your career and compete within the discipline.
- demonstrate a high level of commitment to EM and continuous improvement in support of the warfighter and the nation’s preparedness goals.
The Board of Certified Safety Professionals (BCSP) Chief Executive Officer Treasa Turnbeaugh, Ph.D., MBA, CSP, and Global Relations Director Erica M. Poff, CAE, IOM, visited the U.S. Army Combat Readiness Center in January. Hosted by Dr. Brenda Miller, they received an overview of the CP-12 mission and met with several directorates/programs, to include a tour of the Digital Collection, Analysis and Integration Laboratory (DCAI Lab).

The BCSP and CP-12 teams met to discuss potential areas of partnering and to review current and future credentialing requirements. The engagement was productive and both teams are following up with an extensive requirements crosswalk to determine the most advantageous partnering opportunities.

This follows the recent development and release of the Safety Management Specialist “SMS” credential by BCSP. Prior to the release of the SMS, the ASP — and subsequent CSP — were the most sought after industry credentials by members of CP-12. The SMS, however, offers a credentialing option that is more “practitioner” focused. BCSP describes the SMS as appropriate for individuals with management skills required for a business’ safe operation and those whose duties include defining and utilizing an organization’s safety management systems; risk management; incident investigation and emergency preparedness; and maintaining current knowledge of safety, health and environmental concepts.

This is great news for CP-12! Many careerists from the 0018 community, as well as other communities of practice, have not pursued the ASP/CSP due to the significant mathematical/engineering content. The SMS is perhaps a better fit for many within our career program.

Additionally, BCSP permitted the Army to participate in the initial pilot of the exam. Most credential candidates had been through CP-12 training, and the Army participants now tout a 91 percent pass rate for the pilot. That is a good news story for our new SMS credentialed careerists, but also validates the CP-12 curriculum as preparing individuals with the right competencies to earn an industry standard credential.

Did you Know BCSP offers application fee waivers to veterans and government, including DoD civilians? BCSP is eager to support the military and show appreciation for service. Recent graduates may also qualify for a waiver to support their pursuit of a safety career.

Even more good news – BCSP is working with CP-12 to offer our safety and occupational health community a great opportunity. If the details can be worked out, we will be making a big announcement soon!
23 DISTINCTIONS BETWEEN A MANAGER AND LEADER

Lt. Col. Phillip G. Jenison
Director of Assessments and Prevention
U.S. Army Combat Readiness Center
Fort Rucker, Ala.

1) A Manager has a short-range perspective. **A Leader has a long-range perspective.**

2) A Manager plans how and when. **A Leader asks what and why.**

3) A Manager eyes the bottom line. **A Leader eyes the horizon.**

4) A Manager imitates others. **A Leader originates.**

5) A Manager accepts the status quo. **A Leader challenges the status quo.**

6) A Manager does things correctly. **A Leader does the correct thing.**

7) A Manager seeks continuity. **A Leader seeks change.**

8) A Manager focuses on goals for improvement. **A Leader focuses on goals of innovation.**

9) A Manager bases power on position or authority. **A Leader bases power on personal influence.**

10) A Manager demonstrates skill in technical competence. **A Leader demonstrates skill in selling the vision.**

11) A Manager demonstrates skill in administration. **A Leader demonstrates skill in dealing with ambiguity.**

12) A Manager demonstrates skill in supervision. **A Leader demonstrates skill in persuasion.**

13) A Manager works toward employee compliance. **A Leader works toward employee commitment.**

14) A Manager plans tactics. **A Leader plans strategy.**

15) A Manager sets standard operating procedures. **A Leader sets policy.**

16) A Manager relies on analytical decision-making style. **A Leader relies on intuitive decision-making style.**

17) A Manager is risk cautious. **A Leader takes the necessary risks.**

18) A Manager uses a “transactional” communication style. **A Leader uses a “transformational” communication style.**

19) A Manager builds success through maintenance of quality. **A Leader builds success through employee commitment.**

20) A Manager does not want to experience anarchy. **A Leader does not want to experience inertia.**

21) A Manager plans, budgets, and designs detail steps. **A Leader develops vision & and the strategies to achieve it.**
22) A Manager sets standards of performance. A Leader sets standards of excellence.

23) A Manager develops the detailed plan to achieve results. A Leader develops future direction by observing trends.

### INDICATORS OF POTENTIAL

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<th>THINKS TWO LEVELS UP.</th>
<th>OFFERS SOLUTIONS TO PROBLEMS HE OR SHE CAN’T HANDLE.</th>
<th>IS A GOOD TIME MANAGER:</th>
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<td>Can see — or tries to see — the bigger picture. See things from other than his or her position, or that of his or her organization. Tries to see issues from the perspective of the boss when approaching a mission. Doesn’t see other elements less knowledgeable.</td>
<td>The individual doesn’t pass problems to his or her boss and then wait for new directions or policies.</td>
<td>Does not waste time. Efficient with their time and knows how to constantly THINK IN TIME, setting the conditions for predictability.</td>
</tr>
<tr>
<td>DOES MORE THAN IS EXPECTED.</td>
<td>GETS ALONG WITH AND CAN INFLUENCE PEERS.</td>
<td>OWNING YOUR, HIS OR HER PROFESSION:</td>
</tr>
<tr>
<td>Doesn’t do just what he or she is required to do. Volunteers to do things that help the entire organization. Careerist has a very strong work ethic for the organization’s benefit rather than his or her own.</td>
<td>The individual is a true team player (this ties-in with being able to see the bigger picture); works well outside of his organization; is able to influence his or her peers by being able to compromise and work around personal feelings.</td>
<td>Does not wait to be told what to do in knowing his or her personal job. Takes pride and confidence in being the very best or striving to get there. Does not sit around waiting to be told what to do; has absolute disciplined initiative for self, subordinates, family and teammates.</td>
</tr>
<tr>
<td>IS STEADY AND UNEMOTIONAL.</td>
<td>COMMUNICATE EFFECTIVELY.</td>
<td>DISPLAYS PRESENCE:</td>
</tr>
<tr>
<td>The individual can “take the shot.” Maturely accepts criticism; is not defensive when behavior, attitude, judgment or area of responsibility are critiqued or corrected. Doesn’t fight things that are strange or new or different than how he or she would like to do them or has done them. Knows what things are really important: integrity issues versus a difference of opinion on how to do things. Remains positive in the face of adversity. Doesn’t let emotions get the better of him or her; realizes having a positive attitude is a combat multiplier.</td>
<td>Careerist can speak, brief and write well. Can argue his or her case objectively and persuasively yet not alienate those who disagree.</td>
<td>Confidence, resilience, fitness and military professional bearing.</td>
</tr>
<tr>
<td>HAS IMAGINATION AND CREATIVITY.</td>
<td>IS TOTALLY DEPENDABLE.</td>
<td>READY NOW.</td>
</tr>
<tr>
<td>The individual is able to present novel and innovative solutions to problems. Originates new methods, ideas or approaches to existing or new policies or procedures.</td>
<td>Value added— “answers the mail” on all missions. Little things don’t slip. Thinks through the implications of general or specific guidance.</td>
<td>This individual is mature enough and proficient in his or her job/craft to the degree where he or she could immediately assume the duties of the next higher position.</td>
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WHAT SHOULD COMMANDERS EXPECT FROM SAFETY AND OCCUPATIONAL HEALTH PROFESSIONALS

Safety is a command responsibility and, as the commander, you are the accountable executive. Although no military occupational specialty for safety exists within the Army, Department of the Army Civilians are specially trained to fill this critical need. These dedicated men and women have received the most comprehensive and realistic training available, and their knowledge is unparalleled anywhere in public or private industry. They are vocal and unfailing advocates for you and your team, and through continuing education and professionalization, they will remain at the top of their game throughout their careers.

The Safety and Occupational Health Specialist (GS-0018) is an “in-house” safety advocate who provides you hands-on technical assistance to support the preservation of combat resources. Your safety and occupational health professional is responsible to support you in the following functions:

• Serve as a principal staff adviser for your safety program and execute the program on your behalf.

• Advise you and your staff on all safety and occupational health matters.

• Synchronize overall safety and accident prevention initiatives.

• Develop additional duty safety personnel and provide technical consultation.

• Participate in planning, preparation and execution of all operations.

• Conduct safety training/classes at OPDs/NCOPDs, newcomer orientations and safety days.

• Develop on-the-spot methods and techniques to control or eliminate associated high-risk hazards.

• Ensure proper accident notification and investigation procedures are followed.

• Serve as the commander’s technical expert to identify, analyze and provide risk management control measures for life-threatening hazards.

• Participate in command-directed planning meetings and course-of-action development to provide technical guidance and assistance.

• Deploy with unit and other operations as tasked by higher headquarters.

• Conduct compliance inspections and surveys to identify operational, facility and systemic safety and health deficiencies.

• Reach back to the U.S. Army Combat Readiness Center for support and assistance.

You should expect the following from your safety professional:

• Be a professional staff officer dedicated to loss prevention, unit readiness and mission accomplishment.

• Should not say, “No” — but rather, “How can I help you do want you want in a safe manner?”

• Be proactive, not reactive.

• Use time with you effectively and keep you informed.

• Resolve issues at the lowest level and prioritize those that need elevation.

• Interface effectively with staff for day-to-day operations; be a team player.

• Be visible within the organization.

• Be accountable for the performance of duties listed in the position description.
QUESTIONS A COMMANDER SHOULD ASK HIS/HER SAFETY PROFESSIONAL

- Who is my senior safety professional?

- Where are my blind spots? Where are the areas I am accepting risks that I do not have good visibility or systematic oversight? What keeps the organization out of the media spotlight (explosives safety, radiation safety and liability for items addressed above)?

- Does the command have a commander’s safety program? Commander’s safety policy?

- When was the last fatality, life-altering injury or catastrophic event in our organization? What were the lessons learned? What are we doing to ensure it doesn’t happen again?

- Does this installation execute a safety and occupational health advisory council where all tenant organizations participate and critical issues are elevated to the senior commander for decision?

- Are personnel assigned specialized areas (explosives, chemical, biological, radiation, etc.) on signed orders?

- What emerging trends are other commands within the Army (or DoD) seeing that we can take a proactive stance on to prevent injury/fatality?

- Do our safety professionals go to the field with the units? What transportation assets are dedicated to do that?

- What specific functional and/or leader training do our safety professionals need? Do you have it? Do they have it? Who resources it ... central funding, career program or me? Who coordinates/schedules? Are leaders accountable to address during DPMAP counseling via IDPs and integrate into unit budget(s)? What is the tracking mechanism? What are your areas of expertise? Do you have credentials required by your career program?

- How engaged are you with mission planning? Execution? AARs and organizational process improvement?

- When was the last time other staff elements (primary and special) in our organization provided risk input (hazards) to a consolidated risk management product using the ATP 5-19 process or any process, such as MDMP, or concept of the operational design?

- How much time should I spend communicating risk? How do we do it?

- Where do we have vacancies for authorizations and what is the status of those RPAs? What is the tracking mechanism? What can I do to help?

- When is the last time you assessed our program? Where were we deficient? Which elements of the safety program need resources to improve prevention measures? How are we or can we measure the effectiveness of our safety program (measurable stats)?

- When was my last ARAP assessment? What did we learn from the last ARAP assessment? Do any of the behaviors in this organization suggest, even unintentionally, that fatalities are “acceptable and a part of doing business?”

- How many open Class A and B accident reports are you tracking for this command? Status?

- Are we tracking near misses? If so, what are the trends telling us? How are we using this data to improve prevention measures?

- At what rate are we reporting mishaps? How can we improve that?

- What predictive analysis we are doing to determine the source of our highest risk?

- What message can I promote as commander that will improve our safety culture?
The Army's SAFETY and OCCUPATIONAL HEALTH Landscape

- 475,000 Active-Duty Soldiers
- 342,000 Army National Guard Soldiers
- 198,000 Army Reserve Soldiers
- 189,500 Soldiers deployed in 140 countries
- 250,000 Department of the Army Civilians
- 154 Permanent Installations
- 1,100 Community-Based Army National Guard and Army Reserve Centers
- 223 Brigades
- 3,844 High-Risk Hazardous Workplaces
- 61,883 Industrial Workplaces
- 6,000 Army Safety and Occupational Health Professionals