U.S.ARMY

CP-12
SAFETY & OCCUPATIONAL HEALTH

Summer Newsletter 2020

MESSAGE FROM THE CP-12 FUNCTIONAL CHIEF REPRESENTATIVE

Dr. Brenda Miller
Senior Safety Advisor,
CP-12 Functional Chief Representative
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CP-12 Community of Practice,

This is a unique time in Army Safety and Occupational Health. Recently a leader made the following statement: We are adjusting to a new normal but even the new normal will take some time before it feels like normal. True! Working from home, adjusting to COVID-19 restrictions, yet continuing to meet mission requirements has been the new normal.

Today's challenges, threats, and opportunities are unprecedented. We have a critical mission and we must continue to move forward. Well-educated, well-trained, and experienced people are the key. Be willing to step outside your comfort zone. Take opportunities to expand your experience. Know your leaders and be prepared to tell them where they have blind spots. You must be proactive!

Thank you all for your continued selfless service!

CIVILIAN CORPS CREED

- I am an Army civilian – a member of the Army team.
- I am dedicated to our Army, Soldiers and civilians.
- I will always support the mission.
- I provide leadership, 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.

CP-12 COMMUNITY OF PRACTICE

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This is a unique time in Army Safety and Occupational Health. Recently a leader made the following statement: We are adjusting to a new normal but even the new normal will take some time before it feels like normal. True! Working from home, adjusting to COVID-19 restrictions, yet continuing to meet mission requirements has been the new normal.

COVID 19 Impact on Training:
Requesting Online CP-12 Funded Training
Situation:

The COVID-19 pandemic response as directed by the Department of Defense and the United States Army has greatly impacted the way CP-12 funded training and travel will be handled for the coming future and potentially the remainder of the Fiscal Year. Our guidance is fluid and can change with little notification. Currently, CP-12 has control of training funds but revocation is possible at the needs of the Army. In support of our SOH professionals, we are executing these funds as quickly as possible.

Previously Approved Training:

This office canceled all previously approved CP-12 funded travel and/or resident/classroom courses scheduled through June 2020. Cancellations beyond June 2020 will be determined as the situation and directives evolve. Previously approved online/DL training remains unchanged.

New Training Approach:

We are encouraging CP-12 careerists to seek online training and continue their professional development during this time. The shift to remote instruction requires all of us to be agile and creative. While the overall course and training outcomes remain the same, many of our training vendors are adjusting their approach to the content and adapting to the new delivery format. Many of our vendors have reached out to us with a list of CP-12 equivalency courses offered online. Please refer to the CP-12 website frequently for updates.

New Training Requests:

1. This process applies to CP-12 careerists only.
2. Ms. Cheryl McCray, the CP-12 Apprentice Manager, processes CP-12 apprentice training differently.
3. Group Training Request Process: Strongly encouraged (two or more in attendance)
   a. Contact vendor for proposal/ quote of online training.
   b. Email the proposal and request to CP-12 manager requesting CP-12 funding. Include course, vendor, and cost. If CP-12 agrees to fund, go to Step C.
   c. Send a completed Group Request Spreadsheet to the CP-12 manager. CP 12 manager will create a group SF-182 for you in GAE.
4. Individual Training Request Process:
   a. Training requests must be submitted 45 days prior to the start of the requested course.
   b. Training end dates must not exceed 30 days from the course start date.
   c. Your Individual Development Plans (IDP) and Army Career Tracker (ACT) must reflect the course(s) listed on the SF-182 application for approval.
   d. Submit the individual SF-182 application for online training via Go Army Ed as soon as possible.
   i. Your supervisor must approve your request NLT 30 days prior to course start.
   ii. CP-12 will receive your request after supervisor approval.
   iii. Track your course status in GAE.

CP-12 Career Program Proponency Office

Please note that the CP-12 Career Program Proponency Office is now working remotely via telework. Email remains the best option to reach us, as our system does not allow for the mass forwarding of phones. We are working tirelessly to support CP-12 careerist with their training and development needs. If you have any questions please feel free to contact me lisa.a.meneses2.civ@mail.mil or Paul Clark paul.d.clark36.civ@mail.mil via email. ■

THE NEW ARMY CAREER DEVELOPMENT APPRENTICE PROGRAM

Cheryl L. McCray
Career Specialist/Apprentice Program Manager

In August 2019, the Army Civilian Training Education, and Development System (ACTEDS) Intern Program was re-designated as the Army Career Development Program "ACDP" and starting with the fiscal year 2020 recruitment, all interns are now referred to as an apprentice. The name change from intern to apprentice conveys a highly competitive and professional association of a paid position with formal training, structured developmental assignments, and continuous mentoring that leads to a specialized career path.

As one of the Army's critical civilian hiring programs, changes in the ACTEDS program were implemented due to the former Secretary of the Army's inquiry on the program's viability and potential enhancements to meet the Army's highest strategic priorities.

The program transitioned from an accession tool, hiring entry-level civilians to a succession hiring tool focused on developing a pipeline of highly talented future Army civilian leaders. Recruitment is now focused on the hiring, training and development of recent graduates with demonstrated ability, and leadership qualities to meet Army mission-critical occupations, reform, future modernization, and readiness.

For the fiscal year 2020, Career Program 12 received 32 apprentice allocations. Based on command requirements, the positions were allocated throughout the Army at various camps, post and installations within the Continental United States and overseas locations. Career Program 12 Safety and Occupational allocations were distributed throughout the following commands:

Army Futures Command	2	Medical Command	10
Army Materiel Command	3	United States Army Corps of Engineers	3
IMCOM Europe	1	United States Army Pacific Command	1
Army Central Command	2	United States Army Combat Readiness Center	3
Forces Command	4		
HQDA DASA-ESOH	3		

ARMY SAFETY MODEL

The CP-12 Proponency Office, in coordination with the United States Army Manpower Analysis Agency (USAMAA), recently completed an update to safety office manpower requirements Army-wide via a new manpower requirements determination model. This new model is a vital step in codifying requirements for the changing functionality of the safety profession and generating resources to address these changes, as well as existing manning shortfalls in the safety community.

The initial model application, approved in March for implementation in Fiscal Year 2021, includes 25 commands with 1,227 requirements total. It incorporates five enterprise-level functions consisting of program management, inspections, investigations, training, and hazard mitigation for safety professionals for the following career fields: GS-0017 Explosives Safety Specialist, GS-0018 Safety and Occupational Health Specialist, GS-0019 Safety Technician/SOH Technician, GS-0803 Safety Engineer, and GS-1306 Health Physicist.

This new model, which replaces a model developed in 2014, moved smoothly through the Department of the Army approval process due to the teamwork of safety functional experts, command representatives, and USAMAA analysts. This teamwork produced a model that sold itself as analytically sound, detailed, yet transparent in its development and methodology.

"Cooperation between functional experts and manpower analysts is critical to the success of projects like this", said Gregory Bergeret, lead USAMAA analyst. "USAMAA can bring plenty of analytical horsepower to the table, but we need the functional leads to assist us in knowing how to apply it to be effective." USAMAA is the field-operating agency of the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA) that provides the Secretary of the Army the capability to perform his Title 10 responsibilities for manpower analysis.

Most importantly for this effort, USAMAA assists the ASA (M&RA) in manpower requirements determination and is delegated the authority to validate any changes in requirements for the generating force (i.e. units that are typically documented on tables of distribution and allowances or TDAs). In this role, USAMAA validates manpower requirements that compete for resourcing in the Army's Total Army Analysis (TAA) and Program Objective Memorandum (POM) processes.

USAMAA does this through manpower requirements studies, manpower requirements models, and a variety of other specialized manpower requirements determination products. Models address requirements for "like" functions and business processes across multiple organizations, making them the ideal choice for addressing safety office functions.

The safety model itself was straightforward in its analytical framework. The basic analytical strategy included process mapping of all the business processes associated with the model functions (110 process maps in all) in the safety enterprise. Statutory, regulatory, or policy mission mandates underpinned all the processes. The analytical team then developed normalized process times, such as the time needed to accomplish one iteration of each process for application across all commands. The team then multiplied process times by annual process iterations to generate workload expressed in manpower full-time equivalents for each organization modeled.

Regardless of analysis complexity, USAMAA uses a rigorous methodical process, soundly based on systems engineering practices and process analysis protocols such as Lean Six Sigma to develop all models. Figure 1 shows the modeling process.

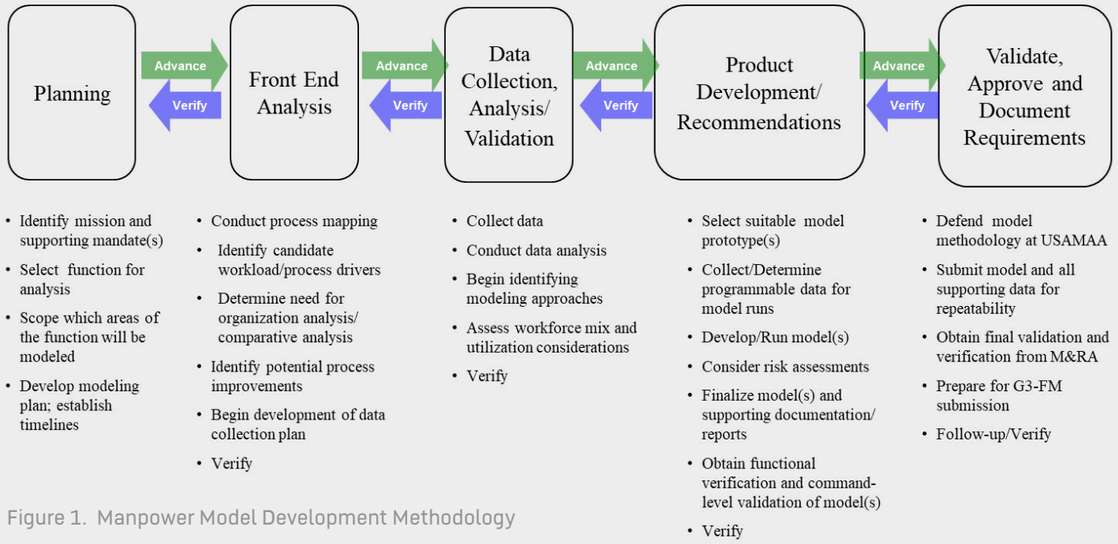

Figure 1. Manpower Model Development Methodology

Another one of the keys to project success related to the modeling process itself was the fact that team stakeholders made the decision to move through the process on an event driven rather than timeline driven basis. The team did not advance to the next modeling process step until they reached a consensus that they had satisfactorily met all the data needs for the current step. This ensured transparency and quality work at each step which enabled the project to complete on a relatively reasonable timeline given the complexity of the work (18 months). The timeline also remained synchronized with the TAA and POM process, enabling timely entry of model results into both.

The modeling process began with training for the CP-12 Proponency Office in March 2018. This training session synchronized the analytical and functional team on model development needs. The training phase extended to training safety emerging leaders, who subsequently participated in the modeling process, at the Safety Summit in June 2018. Front end (business process) analysis culminated at a week-long process-mapping workshop in August 2018 at Fort Belvoir that brought together safety professionals from across the Army to finalize model process maps.

The team then began work on collecting data to apply against the process maps, an effort that took place primarily from March through September 2019. The team used a data collection survey to elicit data on process map steps, and process map iterations performed by each command. 976 participants representing 780 discrete organizational entities responded to the survey, yielding thousands of data points for the model.

USAMAA analysts then used this data to construct the model and finalize results in coordination with CP-12 and command representatives. The modeling process culminated with briefings to various approval and oversight agencies and authorities, which included the Director, Combat Readiness Center, the USAMAA director for validation, the ASA (Installations, Energy, and Environment), and finally, the Headquarters, Department of the Army Force Management Division for approval to implement the model.

We are currently working with commands to take the necessary steps to implement the updated requirements on Fiscal Year 2021 TDAs. Work continues on the model application for four additional commands (MEDCOM, AMC/IMCOM, USAR, and ARNG); USAMAA will verify these applications individually as they are completed. ■

THE COMPLEXITY OF DEFINING, IMPROVING AND MAINTAINING A POSITIVE SAFETY CULTURE WITH A DIVERSE WORKFORCE

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255.2161

The term safety culture has been repeatedly used in books, peer-reviewed (articles) journals, and briefings for decades. Yet defining the term has been widespread among the safety community. While a consensus doesn't seem to exist regarding how safety culture should be defined, several facets are common among experts. Choudhry, Fang, and Mohamed (2007) provided an exhaustive overview of the many definitions for safety culture, examining 27 sources, including the definition outlined in the American Heritage Dictionary. Interestingly, the general theme from each of the studies outlines or define a safety culture as something an organization is rather than something an organization has (Choudhry et al., 2007).

To further examine the definition of safety culture, Zhang, Wiegmann, von Thaden, Sharma, and Mitchell (2002) compiled multiple studies and presented their findings at the 46th Annual Meeting of the Human Factors and Ergonomics Society. Zhang et al. (2002) conducted this study to identify commonalities in the definition and composition of safety culture. Several databases from six human factors conferences were searched for keywords including safety culture, safety climate, organizational safety, and aviation safety. In addition, unpublished studies, conference papers, and dissertations were used for their data. Ultimately, the commonalities found were shared values, managerial approaches, education, prevention, and the effect on each level of the organization. The study concluded that safety culture should be defined as:

The enduring value and priority placed on worker and public safety by everyone in every group at every level of the organization. It refers to the extent to which individuals and groups will commit to personal responsibility for safety; act to preserve, enhance and communicate safety concerns; strive to actively learn, adapt and modify (both individual and organizational) behavior based on lessons learned from mistakes; be rewarded in a matter consistent with these values (Zhang et al., 2002, p. 3).

By establishing a common definition of what safety culture entails, an effort can be made to create more accurate methods for gauging organizational practices regarding safety. As previously stated, safety culture is highly influenced by the attitudes and practices of all employees within an organization. When we consider individual attitudes and practices as being a major component of safety culture, a more pressing issue is the diversity of those hired to perform and practice safety.

CULTURE-BUILDING TIPS FROM OSHA

1. Define safety responsibilities: Do this for each level within your organization. This should include policies, goals, and plans for the safety culture.

2. Share your safety vision: Everyone should be in the same boat when establishing goals and objectives for their safety culture.

3. Enforce accountability: Create a process that holds everyone accountable for being visibly involved especially managers and supervisors. They are the leaders for a positive change.

4. Provide multiple options: Provide different options for employees to bring their concerns or issues full-face. There should be a chain of command to make sure supervisors are held accountable for being responsive.

5. Report, report, report: Educate employees on the importance of reporting injuries, first aids, and near misses. Prepare for an increase in incidents if currently there is under-reporting. It will level off eventually.

6.Rebuild the investigation system: Evaluating the incident investigation system is critical to make sure investigations are conducted in an effective manner. This should help get to the root cause of accidents and incidents.

7. Build trust: When things start to change in the workplace, it is important to keep the water calm. Building trust will help everyone work together to see improvements.

8.Celebrate success: Make your efforts public to keep everyone motivated and updated throughout the process.

Source: https://ishm.org/organizational-safety-culture/

Diversity in the Workplace

Improving and maintaining a positive safety culture may be as challenging as defining the term when considering how diverse the workplace has become in recent years. According to Ankita Saxena (2014), a diversified workforce is one that differs in ethnicity, age, gender, sexual orientation, race, religion, and physical abilities and disabilities. As Saxena explains, these differences can be a major plus to the workforce but challenging to leadership. To ensure a safety program is effective, cultural differences, behaviors, and personal beliefs that influence the way we think, make decisions, and react to situations must be considered (Carruth & Levin, 2014).

In fact, humans differ in many aspects, particularly behavior. We don't all act, or react, the same and "rather than assume everyone is the same, or should be, it is crucially important to seek to understand how differences in identities and experiences inform how we interact with our surroundings and each other" (Wong, 2019; p. 28).

Research conducted by Shaudur, Kienzle, and Rodwell (1999) examined the correlation between employee views and involvement and the overall climate in the workplace. Shaudur et al. (1999) suggest that there are three key components regarding employee involvement; participation in decision making, teamwork, and communication. A generally accepted premise is that when employees are given adequate information regarding issues that concern them, they are more receptive to taking a proactive part in preventing safety-related incidents. Additionally, when employees are given the opportunity to make decisions pertaining to the issues, both the organization and the individual will benefit by way of employee participation in positive safety practices.

Contrarily, if employees are inadequately informed and cannot make decisions, both the employee and the organization suffer, resulting in a negative culture. It was ultimately concluded by the survey that managers and leaders need to understand the impact employee involvement and perception has on the overall climate of the organization (Shaudur et al., 1999).

Furthermore, research has shown it is necessary to consider management values, safety communication, safety training, and safety systems when developing and measuring an organizational safety climate (Neal, Griffin, & Hart, 2000; Probst, 2004).

Overall, attitudes and perceptions within an organization are elements that are constantly evolving. Similarly, workplace diversity is emergent and with the benefits of creativity, critical thinking, improved problem-solving techniques to challenging incidences are expected. When it comes to workplace diversity and improving or sustaining a positive safety culture, effective communication, proper training on equipment and procedural application, and encouraging (promoting) safe practices through incentive programs are good practices to consider. ■

About the Author: J. MacFadden earned a Ph.D. in Industrial/Organizational Psychology with an emphasis on Clinical Supervision. He has been employed with the US Army Combat Readiness Center as a federal employee for 11 years. He is currently the Chairperson for the Joint Services Safety Council Human Factors Working Group.

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CREATING A DIVERSE WORKFORCE AND INCLUSIVE CULTURE

The United States workforce is undergoing dramatic demographic shifts that are likely to continue in the coming decades. Increasing participation of men and women in previously gender-segregated fields, the aging workforce, and the integration of 2.4 million Soldiers who have served in Iraq and Afghanistan since 2011 (Flynn, 2014), are just a few characteristics of the emerging diverse workplace. Starting in 2011, with EO 13583, the Federal Government committed itself to promote diversity and inclusion in the workplace (FY19 Civilian Human Resources Annual Report, 2018). A multitude of scientific and organizational research shows that diverse teams can improve individual and organizational performance and innovation, among many other things. Given all this, it is clear that the Army must harness the power of diverse teams.

According to the report, the Army mirrored or greatly exceeded the representation of the total U.S. labor force in three out of five diversity categories, as it has since FY17. Those categories are minority representation, disability representation, and veteran representation. However, in the categories of female representation and median age, the Army continues to lag behind the U.S. labor force.

Table 6 illustrates the five diversity categories and how the Army compares to the total U.S. labor force as tracked by the Bureau of Labor Statistics (BLS) and to the overall Federal Workforce (OPM's FEDSCOPE)1.

Career Program 12 is committed to acquiring, developing, employing, and retaining the diversity of Soldier and civilian talent needed to achieve total Army readiness. Creating a diverse workforce and inclusive culture positions CP-12 to address evolving and emerging safety issues in the workplace. Creating diversity in the workplace by hiring workers with varying talents and experiences brings new ideas, which ultimately contribute to organizational success. Cultural and language barriers, and workers' unwillingness to change previous unsafe behaviors, can lead to occupational injuries. A key step in creating an inclusive environment is for all involved to recognize how cognitive biases, which are based on personal traditions, values, and cultural experiences, can influence safety behavior (Stegall, 2019). An effective safety program considers culture, individual patterns of behavior, values, and beliefs that impact how individuals think, decide, and behave (De Jesus-Rivas, Conlon, & Burns, 2016).

What strategies have been used to respond to diversity challenges in the SOH field (CP-12)?

CP-12 Functional Chief Representative (FCR) Dr. Brenda Miller, who has been in the SOH field since 1987 and has served as the FCR since 2008, has implemented several strategies to address diversity challenges in the workforce. First, she made outreach and education a priority. Second, the implementation of the apprentice (formerly known as an intern) program to ensure CP-12 could reach college students and others who might not otherwise have an opportunity to work in government service. CP-12 efforts also included language in the Army Career Plan focused on policies to attract, develop, and retain the best and brightest from all walks of life and backgrounds. Training Safety Directors became a common effort when hiring interns each year. Over the years she and her team have developed numerous outreach tools to address diversity to include quarterly newsletters highlighting diversity initiatives, conducting outreach across the Army, and providing education and tools for our leaders focused on the opportunities available in our career program. ■

Median Age	Gender (% Female)	Minority	Disability	Veteran
Army - 50 BLS - 42	Army - 37% BLS - 47% Federal - 44%	Army - 32% BLS - 32% Federal - 37%	Army - 10% BLS - 4%	Army - 50% BLS - 6%

TABLE 6. FY19 WORKPLACE DIVERSITY OVERVIEW – SOURCE: WASS, BUREAU OF LABOR STATISTICS (BLS.GOV), AND OFFICE OF PERSONNEL MANAGEMENT (OPM – FEDSCOPE)

REALITIES OF WORKER SAFETY, HEALTH VULNERABILITIES

The American workforce will only continue to become increasingly diverse, and one-size-fits-all safety management is no longer sufficient. Safety professionals must understand the particular vulnerabilities of their workforce and take steps to ensure that training, protective measures, and safety communications reach all employees.

Source: https://ehsdailyadvisor.blr.com/2019/07/does-your-safety-program-work-for-everyone-strategies-for-a-diverse-workforce/

DID YOU KNOW?

CP-12 has grown from 1,600 careerists in 2008 to approximately 7,000 careerists today.

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THREE PILLARS OF EFFECTIVE SAFETY LEADERSHIP

Shawn Ankerich
ANAD Safety Office

We all experience challenges every day and some employees are better at managing the five categories of risk – Safety, Chemical, Biological, Physical and Ergonomic hazards. What makes some more successful than others? To me, the answer is leadership.

Regardless of what position you hold here at the depot, you are a safety leader.

To help you understand what it means to be a leader, I would like to share with you the three "C's" of leadership. This was sent to me by a friend who read it as a story from Col. Arthur Athens, the director of the Naval Academy Center for Ethical Leadership, in a discussion titled: "What's Love Got to Do with It?"

As the story goes, people ask three questions about a leader:

1. **Do you know your job, or are you striving very hard to learn it?**
2. **Are you going to make the hard, but right, decision, even if it costs you personally?**
3. **Do you care as much about me as you do about yourself?**

That brings me to my three points of this article: **Competence, courage and compassion.**

Competence: Do you know your job, or are you striving very hard to learn it?

You aren't expected to know everything here at Anniston Army Depot, but you are expected to grow daily as it relates to your position and stay safe while doing so.

Growing, learning, and adapting within your cost center or shop is integral to the future success of the command. Being at the top of your game daily is sometimes unrealistic, but failing to try at all can be catastrophic.

If you see something unsafe or something you are unsure about, stop and ask questions before pressing on. Never assume that you know it all.

At times, it's important to acknowledge that someone else might have a better way to skin a cat, and we should listen.

Don't fall into the trap of feeling like you need to have all the answers all the time. The last thing you want to do is execute on your ego or commit an unsafe act because you were unaware.

Remember your coworkers and always follow the proper process for assignments. Have the humility to be a student when you need to be and manage risk to be prepared when opportunity comes.

If there is not a process for what you do, and there are dangers or concerns about how to accomplish it without specific training, bring it to your supervisor so the proper process can be developed.

Courage: Are you going to make the hard, but right, decision, even if it costs you personally?

Courage is making a decision to do the right thing despite anticipated adversity.

One of the most common perils that leaders fall victim to is prioritizing likability over respect.

Culture does not change because we want it to, it changes based on the habits we create or allow.

Understanding you have control over these habits makes you the culture hub of your environment.

Just imagine if everyone looked at you as a person who cares about them and their well-being. If you want your employees or coworkers to work productively and stay safe, you must know the way, show the way and hold them accountable for going that way.

The biggest part of this question is the last part: even if it costs you personally.

Making decisions you know can or will negatively affect others is not easy.

Admitting fault in an effort to arrive at a solution is not easy.

Taking responsibility and true ownership for the actions of your team is not easy.

Your team watches how you handle these situations and answer the courage question. Create the culture you want by making the hard, but right decision, even if it costs you personally.

Compassion: Do you care as much about me as you do about yourself?

How likely is that you or your coworkers would stay on the job an extra hour to do the job right, represent the depot and Army with enthusiasm and create amazing workday experiences without having the true belief that their leader cares about them personally.

Former Xerox CEO, Anne Mculhay said, "Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, and more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."

Compassion makes a supervisor or boss a leader. Understanding the needs of your team comes from shared hardship and genuine interaction.

From there, you depend on your competence and courage to act on priorities, which will enable the safety and success of the depot's mission.

There are no 30-minute recipes for leadership, but I have been asking myself these very questions every day for the past decade.

I can tell you they have driven me to work daily at making myself more competent in my craft as a leader and more focused on the success and well-being of those who have entrusted me with their safety, time and hard work.

Regardless of your role at the depot, exercising the "Three C's of Leadership" will enable your future success.

Focus on your personal safety and development as a leader. Focusing on the needs of your team will pay huge dividends toward mutual respect, safety culture and happy employees.

I will leave you with this thought: How are you utilizing the three "C's" of leadership and have you seen these essential values demonstrated in what you do daily?

If not, I challenge you to begin using them today; not just at work, but in your personal life as well. ■

NIOSH SOUND LEVEL METER APP

A great free tool is available for IOS users to help workers make informed decisions about their noise environment and promote better hearing health and prevention efforts. NIOSH estimates that 22 million workers are exposed to hazardous noise levels every year identifying the need to put a reliable product into as many hands as possible. After a thorough evaluation of 192 IOS and Android apps, NIOSH and EA LAB developed the NIOSH Sound Level Meter (SLM) app to serve as a practical tool in raising awareness about noise levels in the workplace.

The goal of the NIOSH SLM app is to increased awareness resulting in workers and managers requesting full professional noise surveys and implementation of engineering controls or hearing conservation programs to reduce the risk of noise-induced hearing loss. It currently meets Type 2 requirements of IEC 61672:3 SLM standard when used with an external microphone. The app provides the ability to toggle between NIOSH and OSHA measurement standards criteria, determine the threshold level, determine the exchange rate, and determine time/frequency weighting. Once data is collected, an HTML or PDF report can be generated and emailed to those in need of the data. Additionally, the app has information on noise-related hearing loss, how to prevent hearing loss, how to conduct a noise survey, and how to select proper hearing protection devices. ■

Find out more about this exciting app at https://www.cdc.gov/niosh/topics/noise/app.html.

User Manual: https://www.cdc.gov/niosh/topics/noise/pdfs/NIOSH-Sound-Level-Meter-Application-app-English.pdf

DID YOU KNOW?

Did you know that you have free access to member exclusive content on the National Safety Council (NSC) website? The NSC member exclusive content can be accessed from the USACRC website.

Please go to the Workplace Safety page at https://safety.army.mil/ON-DUTY/Workplace. A link to the member exclusive NSC content is in the Other Resources block on the right side of the page.

The link has the passcode embedded so no other action is required other than clicking the link.

CEOS WHO GET IT

LTG Todd Semonite receives the 2020 CEOs Who "Get It" award from the National Safety Council, an annual recognition presented to safety leaders who go the extra mile to protect employees both on and off the job. At his reception earlier this year, LTG Semonite said safety is essential to strengthening an organization's foundation. "Safety is not a priority, but an imperative," he added. "Therefore, we have ensured safety is integral to everything we do and is embedded in Corps' DNA and culture."

Editor's note: Safety+Health, the official magazine of the National Safety Council, recently announced the 2020 CEOs Who "Get It" – an annual recognition presented to safety leaders who go the extra mile to protect employees both on and off the job, as nominated by readers. Included in this year's recognition was Lt. Gen. Todd Semonite, 54th Chief of Engineers and Commander, U.S. Army Corps of Engineers, Washington.

Why is safety a core value with the U.S. Army Corps of Engineers?

Safety first became a core value in the early 1930s because of the number of fatalities and permanent disabling injuries we were experiencing both among our own workforce and our contractors. It was at that time we began our journey to put safety in the forefront of what we do. We hired safety engineers in all our commands, developed safety policies and procedures, enacted training programs, established comprehensive metrics to measure progress, and many other actions.

The USACE mission is both complex and vast in scope, with the vision to "engineer solutions to the nation's toughest challenges." It covers civil works to include water resource development, flood risk management, navigation, recreation, infrastructure, and environmental and emergency response. The military program's mission provides engineering, construction, real estate, stability operations and environmental management services for the Department of Defense, other U.S. government agencies and foreign governments.

Our work comes with inherent risks and is froth with millions of hours of exposure to those risks. Therefore, safety must be integral to everything we do and is embedded in USACE DNA and culture. Safety is essential to strengthening the foundation while we deliver the program and achieve our vision. Safety is not a priority, but an imperative, and must be integrated throughout all business lines throughout the organization. Without an aggressive and robust safety program, we would not be able to carry out our vital work for the Army and the nation.

Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are now?

For my four years at West Point, as well as more than 40 years in the Army, I have strived to be out on the ground and be the person in my command with the "muddiest boots." I learned early on that the valuable time spent with the workforce provided a truer context and an improved perspective of the mission. I also learned firsthand and am a big believer in the adage, "An organization does best those things the boss checks."

As the commander of the world's largest public engineering firm, I know the value of setting a vision, and championing and implementing that vision through both the horizontal and vertical depth of the team. I also understand that a great safety program and a positive safety culture enables the organization to accomplish the tough missions safer. Policy, vision and resources are important to set a world-class

safety program. Not having enough money nor time, while challenging, are not the biggest obstacles, but growing and enforcing a safety culture is.

I spend most of my time engaging the workforce down on the ground – talking to our teammates and first-line supervisors to identify weaknesses or strengths in our safety program – and getting buy-in to a world-class safety culture. As a military professional, I rely on a uniformed service that is disciplined and committed to a set of long-standing values. I tell my soldiers and civilians that discipline is "Doing the right thing, even when no one is looking." Safety discipline and culture are the same way.

We in the Corps have employees and contractors executing a safety plan not because of fear of getting caught for noncompliance, but because they inherently understand the value of a safe workforce and workplace. Our leaders are responsible to set the conditions for a vibrant safety culture to thrive – develop the vision, resource the plan, reward good behavior and inspire their team every day to be world class. And most importantly, limit the PowerPoint briefings and presentations, get out of the office, and be a visible example of what a safety-focused leader should look and sound like. Our employees are empowered commensurate with their responsibilities, and all of us together are making a real difference for the Army and the Nation!

What is your biggest obstacle to safety, and how do you work to overcome it?

The USACE mission requires a highly skilled workforce. Personnel turnover is inherent across the enterprise and Army regiment units. Maintaining a positive safety culture is an ongoing effort. Succession planning, training, sustaining and appropriately resourcing our people mitigates this challenge, but more is required. Additionally, the USACE mission exists across a worldwide span and standardizing the delivery of our programs while keeping our people safe requires a bold and innovative approach.

The USACE mission has grown from $25 billion to $58 billion annually, consequently stretching our workforce and more than doubling our exposure hours to high-risk hazards. An in-depth analysis of our mishap experience reveals common causes:

Taking shortcuts. (Every day we make decisions that we hope will make the job faster and more efficient.) Being overconfident. (Confidence is a good thing, but overconfidence is not.) "It'll never happen to me" is the wrong attitude. Starting tasks with incomplete training and instruction (How often does this occur? A lot.) Poor housekeeping (A constant that has to be stressed.) Ignoring safety procedures (Purposefully failing to observe safety procedure.) Mental distraction from work (Having a bad day at home and worrying about it at work.) Complacency (I have seen this many times, not realizing that conditions have changed.)

As commander, I directed the implementation of a USACE Safety and Occupational Health Management System (CE-SOHMS). Mere compliance to standards was not enough – we needed to take bold steps to better protect our most important asset: our people. A systems approach allows us to measure not just what we do, but the processes we use to deliver our programs. The "what" is individual centric, while the "how" can be measured and improved. We inculcated this systems approach into our doctrine through policy letters, engineering regulations, added it to our Campaign Plan, and measure progress at our quarterly governance meetings. The cornerstone of CE-SOHMS requires all leaders to meaningfully engage in the management of our safety program and for all employees to participate in improving our processes. This frees up our safety professionals to gather data, conduct analysis, teach, coach and mentor, thus lending their technical expertise to the entire workforce. This approach has served to promote a culture in which all employees are responsible, empowered, and accountable for ensuring a safe and healthy workplace. Not one of us alone can accomplish as much as all of us together!

How do you instill a sense of safety in employees on an ongoing basis?

First and foremost, I lead by example. I walk the walk! One's video must match their audio. People don't always hear what you say, but they most certainly always see what you do. We also use some of the proven methods of communicating safety such as quarterly command and employee safety councils, verbal/written communication, new employee orientation, position hazard analysis, activity hazard analysis, and weekly and monthly safety meetings. We ensure our employees know and understand the hazards and risks associated with their jobs, tasks and activities, and are properly trained on their mission requirements. The CE-SOHMS has had the biggest impact by engaging the entire workforce and keeping safety at the forefront of all our operations.

The USACE Safety and Health Manual (EM 385-1-1) has been the gold standard for the United States since

it was first published in 1941, a full 30 years prior to the Occupational Safety and Health Act of 1970. The federal acquisition regulation directs that our manual be used for all military construction. Over the years, it has become the flagship for other federal agencies such as the Navy, NASA and Air Force, to name a few. It is also used by many other countries and translated into many different languages. Our safety manual is a source of pride for our employees who strive every day to set a positive example, accomplish tough missions safely and ensure USACE projects are the safest in the engineering industry. I am very proud of the safety culture within the U.S. Army Corps of Engineers.

How do you measure safety? What are the leading indicators that show you how safe USACE is, and where do you see room for improvement?

We track both leading and lagging indicators. We certainly appreciate that methods of performance can predict methods of effectiveness. From a strategic perspective, we track the implementation of our Safety and Occupational Health Strategic Plan and our USACE Campaign Plan, and report at our quarterly governance meeting. We not only track their implementation, but also the timeliness of implementation to ensure the momentum of each initiative is maintained. From an operational and execution perspective, we track traditional leading indicators such as inspection rates, training completion, policy documents currency, appropriate resource allocation and timeliness of hazard abatement, among other key performance indicators.

I feel that implementation of our safety management system is the No. 1 leading indicator because of what it brings along with it. Included in this one metric are a number of worksites inspected (safety) and characterized (industrial hygiene), safety embedded into employee performance metrics, at least three meaningful ways employees are directly engaged with safety, near-miss reporting, trend analysis of reported injuries, tracking of employee safety training, SOH councils implemented at all levels for leadership to develop strategic goals and be able to redirect appropriate resources, and a number of other criteria that assists in integrating this into our agency's culture.

We know that this journey is going to take some time to truly integrate into our organization, which is why we deconstructed the system into three separate stages – each one lasts a minimum of 12 months and models the "plan-do-check-act" framework. I have been impressed with the improvements toward safety within our organization since its implementation.

The area I see with the most opportunity for improvement is our ability to collect safety data for analysis. We currently collect information in separate systems, and aggregating that information can sometimes be a challenge. We are developing one central information technology system for collecting and storing data resulting from the activities inherent in our safety programs. This will facilitate improved root cause analysis and better informed decision-making.

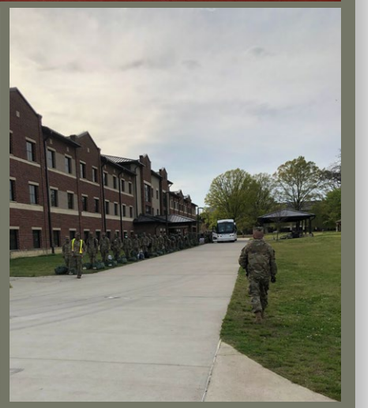
What role does off-the-job safety play in USACE's overall safety program? What types of off-the-job safety and health programs do you offer?

Off-the-job safety plays a critical part in the U.S. Army Corps of Engineers' overall safety program because safe employees at home create safe employees at work. We use a critical incident stress management (CISM) program that focuses on resiliency, peer support, family support, and wellness that bridges the gap between crisis and the employee assistance program. This results in employees who are safe and well prepared for success in the workplace. We assign employees at every level of the organization to manage the CISM program.

The Corps of Engineers operates the most robust water recreation safety program in the nation – more Americans visit USACE recreation areas than those of the National Park Service. When families come to recreate at our lake and river projects, our park rangers introduce them to a broad spectrum of program areas that range from the children level through the adult level. It encompasses the full range of day use, overnight (camping), swimming, boating, fishing, etc. The Corps districts have a number of different mascots (costumes worn by park rangers) that become the "brand" for that regional area. We appear at county fairs and parades, put on water safety classes at schools, and become an overall member of the communities where our operating project exist. I am extremely proud of our effort that has paid big dividends. Our strong relationship with the National Water Safety Congress helps spread this message nationwide. ■

Article courtesy of Safety+Health, the official magazine of the National Safety Council

TRADOC HERO OF THE WEEK



Gen. Paul E Funk II, TRADOC Commanding General, awarded Mr. Patrick W. Deck, CASCOM, as a TRADOC Hero of the Week. Mr. Deck received this award for the risk mitigation feedback he provided in order to ensure control measures were effective during COVID-19 "Inbound Student Transfer" RSOI for 167 BCT trainees from FTJSC to JBLE, 128th BDE. Mr. Deck's onsite safety and observation summary of social distance controls, PPE controls, and COVID-19 screening questions set the example for others to follow and enabled the mission to safely continue.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