What do leadership and safety mean to you? To a safety and occupational health (SOH) professional, they mean speaking for both the employee and management. Sometimes this entails running around, trying to do things that only other people can really do. A common misconception is that the SOH professional is the doer of safety. Guess what—as safety professionals, we can’t DO safety. The extent to which we manage, execute, or implement safety is limited by our ability to influence those around us. You, as the safety professional, don’t have the resources to ensure inspections get done, correct hazards when identified, or communicate hazards and, as hard as you might try, you cannot implement a program because you don’t have the resources or the authority. So why are you in this profession? Do you have a good answer?

During the Leadership session at the 2018 Emerging Leader Safety Summit, we shared tips on how to go from high potential to high performance as an SOH professional. Understanding the influence you have on your stakeholders can mean the difference between a highly functioning, successful SOH program and one that is just there. You can only influence; you cannot do safety. It is imperative to understand that the passion you show and how you act, coach, and perceive the SOH program is how those around you see the program. If you are committed to SOH in the organization, you are in line with where our community of practice is going, and you are positive about how to get there, chances are that your leadership and your organization will be too. On the other hand, if you are unhappy, burnt out, not supporting the initiatives of our community of practice, and not learning about the next best thing in SOH, I can almost guarantee that your organization reflects this same attitude about SOH. You don’t have the funding, leadership, soldier, or employee support needed for a healthy SOH program; your organization’s performance depends on your performance as a SOH professional.

Below are nine actions you can take to go from high potential to high performance:

1. **Give back:** What are you doing to give back to our community of practice and to your community as a whole?

2. **Know what your command needs from you:** Do you know what the business of
your command is? Do you know where you fall in that business world?

3. Use your passion: If you are passionate about SOH, share it. If you are passionate about information systems, share that passion. If you are good at editing, share that skill. Your passion fuels a better community.

4. Look below the surface: Figure out the deeper truth behind rules, regulations, and how some people perceive them in your organization.

5. Own your career: No one else is going to take responsibility for your career. You are the only one who can complete your CP-12 training, get your Certified Safety Professional (CSP), earn your master’s degree, or stay current in the SOH profession. Stop waiting for someone to do this for you!

6. Have a life: Find something outside of work to be passionate about. This will help you mentally, and with your family and community.

7. Stay current in our profession: A lot of things have changed in our profession over the last 5 years. Are you plugged into our professional societies and do you know what is new in SOH? If not, get there!

8. Believe in what we do: If you don’t believe in safety and occupational health and where our community of practice is going with SOH reform in the Army, no one around you will either. Be a believer.

9. Don’t give up: It may take four or five attempts to make change in your organization. Persistence will pay off as long as you don’t give up.

Being a SOH professional is truly the definition of giving. To be successful, you have to have passion for advancing the organization, taking care of the people across the Army, and the overall safety and occupational health profession. Most important, you have to be passionate. What you believe related to SOH, what you do, and how you feel will be how your organizations believes, does, and feels towards SOH. Leadership and safety are truly about how well we teach, coach, and mentor our organization to take care of the soldiers and civilians that make up our Army!

Marjorie J. McDonald, MS, CSP  
Director for Safety and Occupational Health  
ODASA(ESOH), OASA(I&E)

INTERN RECRUITMENT PROGRESS

The Career Program 12 (CP-12) Army Civilian Training, Education, and Development System (ACTEDS) Intern Program had a successful recruitment year for fiscal year 2018; 69 interns were hired for the various job series under Career Program 12. As in previous years, the Civilian Human Resource Agency North Central permitted a recent graduate hiring authority recruitment strategy. Additionally, of the 69 allocations, 17 were designated as direct-hire authority (DHA) slots.

What is DHA? For Department of Defense (DoD) post-secondary students and recent graduates, DHA is governed by Section 1106 of the National Defense Authorization Act for fiscal year (FY) 2017. It enables the Secretary of Defense to appoint qualified post-secondary students and recent graduates directly into competitive service positions in general schedule—11 and below (or equivalent) professional and administrative occupations within DoD. Appointments are without regard to Section 3309 through 3318 and 3327 and 3330 of Title 5, United States Code. The authority to appoint qualified persons under the DHA authorities may not be made after September 30, 2021, unless this date is extended by future legislation.

What’s New for Career Program 12 ACTEDS Intern Program

In the past, the civilian personnel advisory center for all Career Program 12 interns was Fort Rucker. Starting with FY18 hires, all CP-12 interns are now serviced by their organization’s personnel office. This change provides more ownership for commands to process all personnel administrative requirements for their interns. This change also enables the functional chief representative and her small CP-12 staff to provide more oversight of Career Program 12 at the strategic planning level.

Cheryl L. McCray
FROM THE NEW USACRC COMMANDER

BG Timothy J. Daugherty
Commanding General
U.S. Army Combat Readiness Center (USACRC) and Director of Army Safety

As the newly assigned commanding general of the U.S. Army Combat Readiness Center and director of Army Safety, I want to take the opportunity to thank you for what you do each and every day to keep our Army strong, capable, and ready.

Our outstanding men and women in uniform, backed by a professional team of Department of the Army Civilians, are the foundation of our Army, which is, without question the finest ground force in world history. Leaders at all levels, individual Soldiers, and the Army Safety and Occupational Health (SOH) community have tirelessly worked together to drive down mishaps during the past decade. I am proud to serve alongside you and honored to lead the effort in preventing loss and preserving our Army’s readiness.

In my view, the USACRC has three primary lines of effort (LOEs):

1. Gather and investigate: receive accident data and conduct investigations into the Army’s most severe mishaps;
2. Analyze and develop: analyze the data and develop policies, programs, and tools to effect behavioral change; and
3. Deliver: push information to the field.

Many of you will be familiar with the steps in these LOEs, from reporting or investigating mishaps at the unit level or completing one of our resident safety training courses. None of the work we do happens in a vacuum; please help us stay on point by ensuring mishaps are reported in a timely manner and providing feedback on how we can improve our risk management products.

I would also like to draw your attention to a loss prevention tool that is near and dear to me as a former commander: the Army Readiness Assessment Program (ARAP). This survey-based tool supplies commanders at the brigade and battalion level with actionable information derived from responses supplied anonymously by their Soldiers. It is one of the most powerful ways commanders can see inside their safety cultures and make improvements at every level of leadership.

Yet some units, across all components, either have not registered for ARAP within the last three years or never registered at all. Army Regulation 385-10, The Army Safety Program, requires that all new command teams of battalion or battalion-equivalent organizations register and complete an ARAP survey within their first 90 days of duty, with a midpoint survey encouraged (Forces Command units are required to complete the midpoint evaluation). In addition, brigade commanders should know both the registration status of their battalions and their resulting scores.

Again, I cannot overstate the importance of this invaluable tool and the criticality of having all our formations in compliance with the Army’s mandate. The ARAP portal is available online at https://arap.safety.army.mil/, and my team will be happy to answer any questions you have about registration or the survey process.

I look forward to the weeks and months ahead, as well as the opportunity to meet our Army’s leaders, Soldiers, and SOH professionals. Your observations, insights, and perspectives are important to me as we move into the future.

Thank you for all your hard work, commitment, and devotion.

_Ready Through Safety!_
A MESSAGE FROM THE FUNCTIONAL CHIEF REPRESENTATIVE (FCR)
HELPING YOU ACHIEVE YOUR PROFESSIONAL DEVELOPMENT GOALS

At the CP-12 Program Office, we’re focused on civilian leadership and professional development. We encourage, support, and invest in your short- and long-term professional development through sponsorship and funding for a variety of training, developmental, and credentialing opportunities. Career program funding is available for:

- short-term training—regional training, resident and non-resident courses, webcasts, and webinars;
- long-term training—the U.S. Army War College and Harvard University program for senior executives;
- developmental assignments;
- shadowing assignments;
- credentialing;
- college and university training;
- Civilian Education System—(CES—) Army required leadership training;
- on-the-job training;
- leader mentoring and coaching; and
- executive development.

Your professional development is an ongoing process tied to the Army safety mission, goals, objectives, and needs, as well as your career goals. CP-12 provides the tools you need to stay current—if not one step ahead—in your field and mission-critical competencies. But it all starts with building and refining your individual development plan (IDP), your plan of action for achieving goals. The Army Career Tracker (ACT) is the Army leadership development tool designed to help you plan and track your career, integrate training and education, and receive personalized advice from your supervisor and leadership.

Create and track your IDP in ACT. The ACT portal provides step-by-step guidance and a wealth of information to build your IDP and collaborate with your supervisor on a course of action for achieving your goals and developing new ways to be more effective in your job.

Here are the steps for creating your IDP:
2. To create a new IDP, click on the “Create New IDP” button under the IDP portlet.
3. To set the IDP time frame, select a “Start Date” for your IDP and the end date will be entered automatically.
4. Your IDP will generate some established goals; however, you can create more in the “IDP Goals” section in ACT. Your IDP will also include your “Institutional Training” and “Civilian Education History” data.
5. Finally, submit your IDP for approval and print a copy for you and your supervisor to sign. You have now created an IDP.

Dr. Brenda Miller
Senior Safety Advisor/CP-12 FCR
United States Army Combat Readiness Center

HOT TOPICS:

NEW PATH FOR EARNING THE CERTIFIED SAFETY PROFESSIONAL® (CSP) CREDENTIAL

CP-12 professionals have an accelerated path for earning the CSP credential. The Board of Certified Safety Professionals (BCSP) now recognizes the CP-12 Professional Certificate in Safety and Occupational Health as meeting the credential requirement for the CSP. Through a memorandum of understanding signed this past June, BCSP and the CRC established the CP-12 certificate as equivalent to the Associate Safety Professional® (ASP) certification. This path awards CP-12 professionals with the Transitional Safety Practitioner (TSP) designation and fulfillment of the BCSP-approved credential requirements for applying for the CSP.

The TSP designation also waives the need to take the ASP exam and provides:
- recognition for the level of preparation for the professional safety practice,
- a TSP certificate, and
- access to the BCSP Career Center and eSafetySource.

Earning the CSP Credential

To earn the CSP, you must have the following:
- A bachelor’s degree or greater
- A minimum of 4 years of safety experience at the professional level in which safety was at least 50 percent preventative with a breadth and depth of safety duties
- A current CP-12 Level I Professional Certificate in Safety and Occupational Health (with American National Standards Institute logo and number)
- A passing score on the CSP examination.

For additional information, see BCSP.org.

“BCSP certifications and the CP-12 serve us well by advancing the careers of dedicated safety professionals, ensuring the safety of our colleagues and the communities they protect.”

— CP-12 Functional Chief Representative
Dr. Brenda Miller
CAREERIST SPOTLIGHT:

DEVELOPING LEADERS THROUGH EXPERIENCE

Mr. Dillahunt, is a native of Richmond, Virginia. Throughout his childhood and adolescence, he had a curiosity for how the world worked, compelling him to explore the sciences. Upon graduation of high school, he attended J. Sergeant Reynolds Community College where he pursued studies in life sciences and later transferred to Old Dominion University. During his time as a student at Old Dominion University, his scientific interests grew to include the effects of the natural and man-made environments on human health. This urged him to seek internships with numerous environmental organizations in the public and non-profit sectors, focusing on environmental and occupational health matters. Prior to commencing responsibilities as an Industrial Hygienist in the CP-12 internship program with the Department of the Army, he worked as an Industrial Hygiene Technician for Marine Chemist Service Inc., in Newport News, Virginia.

Richard has been an Industrial Hygienist with the Corps of Engineers at the Great Lakes and Ohio River Division since 5 Sept 17. His responsibilities include: providing assistance to the occupational health and industrial hygiene program manager, overseeing the implementation of DOERHS-IH in LRD, assisting with regional oversight of the occupational health and industrial hygiene program, and providing support for regional execution of CESOHMS.

Mr. Dillahunt completed his Bachelor of Science in Biological Sciences in 2015 and will earn his Master of Science in Environmental Health Science, with emphasis in Industrial Hygiene in December 2017 from Old Dominion University. He resides in Cincinnati, Ohio and works at the Corps of Engineers, Lakes and River Division in Cincinnati, Ohio.

My developmental assignment at the Office of the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (ODASA [ESOH]) was an extremely rewarding experience. From day one, meetings I attended with senior leaders where I not only had the opportunity to contribute, but I also added value to the decision making process. Other highlights included spending a day at U.S. Army Corps of Engineers HQ (the command I’ve been working for during my internship) and meeting the vice president of the United States at the Pentagon 9/11 Observance Ceremony. I could go on and on about my assignment and the connections made, but words alone could not express the extent of my experiences in such a short time.

Some of my biggest takeaways during the visit included understanding the processes of budgeting, the driving factors behind the creation of policy, and the benefits of safety and occupational health management systems and the strategies used to integrate them.

I would like to thank Marjorie McDonald (Director for Safety and Occupational Health ODASA [ESOH], OASA [IE&E]), Dr. Brenda Miller (Senior Safety Advisor/CP-12 FCR), and Jaymes Hovinga (Chief, Safety and Occupational Health, Great Lakes and Ohio River Division, U.S. Army Corps of Engineers) for the opportunity to participate in this experience. The skills obtained during my time at the Pentagon will be critical throughout my career and aid in the creation of innovative strategies for protecting the occupational health and safety of the soldiers and civilians who serve our nation.
NAVIGATING THE CP-12 WEBPAGE

Career Program 12 (CP-12) has a dedicated page on the U.S. Army Combat Readiness Center website, https://safety.army.mil. The page is divided into four subpages of useful information:

* **Who We Are:** A description of the C-12 program, including job series, series functional points of contact, and our purpose and strategies.

* **For Interns:** Materials to support the CP-12 Intern Program’s mission to recruit, hire, train, develop, and mentor highly skilled individuals who will immediately contribute to mission readiness and are the future leaders in the Safety and Occupational Health career field.

* **Resources:** Policies, information papers, professional reading, newsletters, and other resources that are timely and relevant to our CP.

* **Training and Development:** Tools and resources related to funding, training, certificate programs, and professional development.

If you have recommendations for improving the CP-12 page, please email the webmaster at usarmy.rucker.hqda-secarmy.mbx.safe-webmaster@mail.mil office.
ENGAGING OUR ARMY CIVILIANS

Edward Emden
Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs)

Since 2015, the Army has been improving engagement with its workforce. Through this long-term effort, we are seeing significant improvements in employee engagement.

Employee engagement is “an employee’s sense of purpose, manifested in the level of dedication, persistence, and effort that he or she puts into the work and into the overall commitment to an agency and its mission.”¹ Employees who are engaged are twice as likely to stay in their current jobs and three times as likely to report being satisfied in their job. For the organization, this translates into improved productivity, morale, performance, and retention.

Army engagement levels, as measured by the Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index, were falling in 2013 and 2014. The Army committed to reversing this trend and reengaging with our workforce. To do this, we analyzed the FEVS results for trends, then we got more specific feedback from across the Army through many focus groups. As a result, we removed barriers and improved support to Army civilians for the management of their professional development and career management.

A continual theme that emerged was the need to provide better training to first-line supervisors since they are the critical component for engaging with their team. The Army held four two-day training conferences with supervisors from across the Army to share best practices and to equip them to better engage with their employees. After these training conferences, we’ve continued to collaborate with the attendees through monthly Employee Engagement Council meetings, highlighting critical topics in employee engagement and sharing the latest information on workforce engagement.

The FEVS Employee Engagement Index is the Army’s indicator for our level of engagement with the workforce. We have been encouraging wide participation in the FEVS to get as much information as possible from our workforce to improve the organization. However, the key to the FEVS is to close the loop with the workforce after the survey. We’ve done this by sharing the results widely and talking with the workforce about ways to make further improvements in our engagement.

In 2017, the Army’s FEVS score on the Employee Engagement Index was 68 percent, a 5.5 percent increase from our engagement levels in 2014. The Army is now exceeding the government’s average in employee engagement for the first time since 2012. While this improvement is significant, it’s also important to understand that the FEVS provides us with much more information than this one metric. There are 84 questions and numerous indices that allow us to track more detailed metrics on employees’ perceptions in areas such as diversity, job satisfaction, training and development, and performance management.

Career programs facilitate employee engagement by providing careerists with an awareness that their professional growth matters to the Army and its future mission. The training plans, career roadmaps, and other professional development support helps careerists to see their professional future in the Army. Similarly, careerists play a critical role in their professional development by seeking training and developmental assignments to ensure their skills and abilities are best suited to help support Army readiness and mission achievement.

The FEVS also gives us information on engagement levels for individual jobs series. For example, within Career Program 12, careerists in job series 0018 have very high engagement at 76.3 percent, while careerists in the job series 0081 have lower levels of engagement at 59.0 percent. This detailed level of information enables leaders to better target their intervention strategies.

For more information on employee engagement, including best practices and strategies for leaders in improve engagement with their workforce, go to https://www.milsuite.mil/book/groups/employee-engagement/pages/employee-engagement-overview or email the Civilian Workforce Transformation Team at usarmy.pentagon.hqda-asa-mra.mbx.cwt@mail.mil.


Army 2017 Civilian Involvement

- **68%**
- **Intrinsic Work Experience**
- **72%**
- **Supervisors**
- **73%**
- **Leaders**
- **57%**

2016 Results
2018 EMERGING LEADER SUMMIT:

RISK MANAGEMENT AND OBSTACLES

Gary W. Ballew
CSP

The 2018 Emerging Leader Summit in Fort Benning, Georgia, provided great opportunities for communication and interaction for leaders at every echelon (interns to senior safety leaders and directors). From my perspective, the annual summit provides a significant opportunity for all leaders to meet, learn, promote, and advocate for safety throughout the Army, Army Reserve, and the Army National Guard safety communities.

It was my great honor to facilitate classroom and hands-on risk management instruction by using one of Fort Benning’s obstacle courses. Also, we as a class, were fortunate to have a safety subject matter expert and assistant instructor: Mr. Edson De Leon (406th Army Field Support Brigade, Fort Bragg, NC). Together, Ed and I ensured the curriculum emphasized risk management as a continuous process, recurrently assessed and modified as needed.

The objectives of the risk management and obstacle course instruction were two-fold. The first objective was to remind emerging leaders of the risk management process and the importance of risk management in our daily lives (on and off duty). Second, the obstacle course familiarized emerging leaders with common obstacles their organizations may coordinate for their soldiers.

The classroom instruction and obstacle course practical exercise incorporated real-world examples of hazards our organizations and soldiers may encounter, helping safety professionals inexperienced with obstacle courses, hazard identification, and risk mitigation and elimination techniques.

The one-day course consisted of the following.

Morning: Classroom Instruction
- Risk management pretest
- Deliberate vs. real-time risk management
- Low, medium, high, and extremely high risk acceptance
- Current confidence and obstacle course examples
- Obstacle course design and inspection
- Managing risk during obstacle and confidence courses
- Risk management posttest
- Afternoon: Tactical Environment
- Familiarization with each obstacle
- Potential risks regarding each obstacle
- Inspection methods for each obstacle
- Demonstrations of techniques to safely negotiate each obstacle
- Voluntary negotiation of obstacles by emerging leaders

A special thanks to Ms. Jill Carlson and Mr. J.R. Edens for hosting the 2018 Emerging Leader Summit at Fort Benning, Georgia. Dr. Miller, the FCR team, and the Fort Benning Safety Team are already planning the 2019 summit. A great deal of coordination, organization, resourcing, and time management are required to conduct the annual safety summit. If you would like to participate as an instructor or mentor, or offer other assistance with OUR yearly summit, we sincerely welcome your support.

We look forward to seeing you next year!
2018 EMERGING LEADER SUMMIT:
A CONTINUOUS LEADER DEVELOPMENT JOURNEY

Randy J. Grunow
CP-12 Functional Point of Contact
Series 0018, Safety and Occupational Health

For the second year, the Emerging Leader Summit focused on our GS-11/12 safety careerists. I can say, with over 25 years' experience in the safety field, we got it right. We must develop our safety careerists early to provide them with the knowledge and skills to meet the Army's goals and objectives in the future. It absolutely amazed me to learn of the talent and motivation possessed by the emerging leaders in attendance this year.

During discussions with our emerging leaders, it was important to stress that leader development does not ending after reaching a certain grade level. The learning experience from leader development opportunities is a journey. And the Emerging Leader Summit is part of that journey. One of our challenges, now and in the future, as leaders is to stay current and relevant. We must be enablers for commanders across the Army.

The Army’s core competencies—leading change, leading people, results driven, business acumen, and building coalitions—were also discussed, including how our emerging leaders will build upon these competencies throughout their careers. Summit attendees engaged in active discussions on how they have and will leverage the Army's core competencies to better themselves and their organizations.

I personally felt honored to be among those in attendance and look forward to participating again at the next Emerging Leader Summit.
ANNUAL SAFETY SUMMIT PROVIDES PRACTICAL EXPERIENCE, LESSONS LEARNED

Directorate of Communication and Public Affairs
U.S. Army Combat Readiness Center
Press release dated August 16, 2018

FORT BENNING, Georgia — More than 350 safety and occupational health careerists from Army organizations worldwide converged on Fort Benning earlier this summer to experience real-world training and hear from senior leaders on issues involving risk management in today’s operational environment, all as part of the 2018 Army Safety and Occupational Health (SOH) Emerging Leader Summit.

This marked the second consecutive year Fort Benning hosted the summit, an event planned, coordinated, and executed annually by the U.S. Army Combat Readiness Center (USACRC), Fort Rucker, Alabama.

“Fort Benning is an ideal location for SOH professionals to step outside their comfort zones and train on tasks they typically don’t perform in their duty locations,” said Dr. Brenda Miller, functional chief representative for Career Program-12, the Army’s SOH career path, at the USACRC. “There’s such a wide variety of missions here that everyone can learn something of value for their commands, both current and future.”

Summit participants completed classroom and hands-on exercises covering a variety of topics such as explosives safety, leader development, combatives risk management, and tactical vehicle driver training during the event, which spanned from June 3–8.

For Hye Nan An, an SOH specialist with the Camp Humphreys, Korea, garrison safety office, obstacle course inspection training was particularly important. She and other careerists toured Fort Benning’s confidence course, where they learned the importance of maintaining obstacles and other risk management measures they must consider to keep soldiers safe.

Upon her return to Korea, An will conduct her first inspection of the installation’s new obstacle course.

“We need to conduct semi-annual inspections, but I had no knowledge on how to do that,” she said. “Through this course, I was able to gain that knowledge and experience from the instructors, which will be very useful for our installation.”

An also found interacting with her classmates helpful.

“We are from different (SOH specialties) and have different experiences,” she said. “So I was able to share (my experience), ask questions, and use their expertise.”

John Cannon agreed. He believes hands-on training and interacting with fellow safety professionals will pay dividends for his organization long after he returns to Oregon, where he’s the SOH chief for the Portland District of the U.S. Army Corps of Engineers (USACE).

“I really feel it’s not just what you know, but who you know,” Cannon said. “If you run across a problem, you now know who to reach out to if it’s in an area where you might not have that expertise.”

Cannon enjoys going out to the field to get a glimpse of Army organizations at work. During an ergonomics training session at the Fort Benning rigger shed, he was able to observe soldiers as they packed parachutes and conducted quality control inspections.

“Having a better understanding of what workers in the field do really helps us implement our SOH program,” Cannon said. “It’s been good to see not only what USACE does, but also the Army in general. They do some dangerous missions, so it’s nice to see the different aspects of what they do to keep soldiers safe.”

This real-world training is critical for safety professionals like An and Cannon, said Ursula Kilow, an industrial hygienist from Lyster Army Health Clinic at Fort Rucker. Kilow taught an instruction block on hazard response at Fort Benning’s shoot house, which included taking clearance samples and interpreting the results.

“A lot of times, if you’re in an office, you don’t see the environment related to the information you are reviewing,” Kilow said. “It’s good to come out and take a look at the environment. It keeps your skills fresh and also gives you an interesting perspective and appreciation for the things that you do and the results and reports you are reviewing.”

In addition to practical training exercises, summit attendees also had a chance to interact with senior Army leaders during daily keynote addresses. Each leader emphasized a common theme: soldiering is a naturally dangerous business, but SOH professionals can help make it less so.

“What we do as an Army is inherently risky, and the battlefield is a very dangerous place,” said Donald Sando, deputy to the commanding general, Maneuver Center of Excellence at Fort Benning. “The important thing is to identify the risks, understand the risks, and mitigate the risks. If you don’t know what they are and you don’t understand them, you really can’t mitigate them well.”

Colonel Douglas Vincent, commander of Fort Benning’s Airborne Ranger Training Brigade, agreed.

“All the planning in the world can’t account for chance,” he said. “You mitigate chance. You never gamble, but you do have to take risks.”

Global instability also poses unique challenges for soldiers, leaders, and SOH professionals alike, according to Maj. Gen. Richard Kaiser, commander, Mississippi Valley Division, USACE.

“The world is no safer than when I joined; in fact, it’s much more complex and dynamic,” he said. “We need each and every one of you. As our institution continues to move forward, we need what you bring to our Army. We need safety leaders to help guide commanders in what they do.”

To learn more about CP-12 and the Army SOH Program, visit https://safety.army.mil.
THE ARMY SAFETY MANPOWER MODEL:
EMPOWERING CP-12 TO SUPPORT ARMY SAFETY REQUIREMENTS


The existing model for these job series, set to expire in September 2019, is dated and no longer represents the size, scope, and function of the CP-12 community. Ultimately, the new manpower model will set the minimum essential safety manpower requirements and recommend an organizational structure by grade and job series that fits the U.S. Army Safety Program role of assisting commanders and leaders in the protection and preservation of Army resources worldwide against accidental loss.

The next milestones are business process refinement and the development of a manpower survey to collect data on the workload processes and steps of the Army Safety Program. Army safety manpower model development, refinement, and requirements determination will occur throughout the next year.