The purpose of this pamphlet is to inform Army leaders of the most common causal factors of Class A mishaps that occur both on and off duty. The U.S. Army Combat Readiness Center analyzes Army mishaps to identify the most prolific trends that reduce resources and impact readiness, and provides the field with recommended control measures to prevent future mishaps.

Army readiness increases when every asset at a commander's disposal is capable of being applied to the unit's mission. Leaders must eradicate the mentality that safety is too vast a problem to address. Do not concede the loss of another Soldier or resource to a mishap that may have been avoided with proper safety training or enforcement.

I invite you to review the information we've compiled and focus your efforts on assisting the Army in creating enduring impacts to the safety culture within your organization and helping preserve our Army's combat readiness.

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### Ideas to strengthen your unit's safety culture
- Leader engagement
  - Leader knowledge
  - Leader presence
  - Leader gumption
- Analyze and share information about near-miss incidents
  - What are we doing to fix the situation so it does not happen again?
  - Are we sharing our findings with our sister organizations?
- Implement a risk-reduction process
  - Utilize a standardized functional document across the organization
  - Facilitate systematic analysis of hazards and implementation of control measures
- Emphasize rehearsals
  - If there is potential for Soldiers to be injured, there should be some form of rehearsal
  - Rehearsals for all movements need to be mandatory
- Teach Soldiers how to counsel and enforce the counseling standard
  - Proper counseling allows leaders to address safety concerns before they happen
- Evaluate driver training and licensing programs
  - Driver training programs should be comprehensive and realistic
  - Adhere to Army Regulation 600-55, The Army Driver and Operator Standardization Program
- Develop an out-of-the-box safety initiative
  - Example: micro-engagements (method used to get timely and relevant safety reminders to the force)
  - Leaders draw from their experiences to develop initiatives that relate to Soldiers
- Establish redline rules
  - Redline rules are an overview of the unit's safety priorities
  - NO-FAIL safety measures
  - Examples: rehearse before every convoy, relentlessly enforce proper use of ground guides, and use seat belts in every vehicle
- Enforce accountability
  - Consequences for gross violations of the commander's redline rules
- Seek information on the unit safety culture
  - Army Readiness Assessment Program (ARAP)
  - FORSCOM yearly standard
  - Sensing sessions
  - Safety officer feedback

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### Ideas to strengthen your unit's readiness retention

#### On duty
The USACRC website hosts a myriad of tools to assist leaders in preventing mishaps. These tools include:
- Driver’s Training Toolbox
- Ground Risk Assessment Tool (GRAT)
- Risk management training
- Ground-guiding procedures
- Recovery and towing procedures
- Links to multimedia products and publications that support training, risk management and loss prevention
- Exportable Ground Loss Prevention briefing

Vehicle operators and crewmembers are improperly trained. A lack of proper training coupled with inexperience increases the potential for mishaps.

#### Off duty
The off-duty section of USACRC’s website hosts resources for:
- The Motorcycle Mentorship Program (MMP)
- Driver safety briefing tools
- Distracted driving
- Driver's Training Toolbox
- Ground Risk Assessment Tool (GRAT)
- Risk management training
- Personal protective equipment (PPE)
- Proper seat belt use
- Numerous links to safety checklists, posters, regulations, leader information and motorcycle training

Operators of private motor vehicles are failing to abide by known rules, laws or regulations.

### What’s planned for the future?
The USACRC continually reviews and updates policy based on trends, emerging requirements from the field and Army-level changes from senior leadership. The most recent updates include:
- Updates to AR 600-55
- Enhanced-Army Readiness Assessment Program (E-ARAP)
- PMV and tactical vehicle safety videos
- Joint Risk Assessment Tool (JRAT)
- Updated Motorcycle Safety Foundation’s BasicRider Course (BRC)

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ANDREW C. HILMES
Colonel, Armor
Commanding Officer
Non-use of Seat Belts/Restraint Systems
71% of military vehicle occupant fatalities were not using seat belts/restraint systems. Of those, all but one of the occupants using a seat belt/restraint survived. Of the eight tactical vehicle mishaps that involved occupant fatalities with access to restraints in FY19, nine of nine fatalities were not using seat belts/restraints. We have not lost a restrained Soldier in a tactical vehicle this year.*

The Fix:
- Enforce use of seat belts/restraints
- Emphasize use of seat belts/restraints in mission briefings
- Conduct thorough pre-combat checks

Faulty Mission Planning
Poor mission planning (rehearsals not conducted for the event, inadequate pre-mission briefings and orders, troop-leading procedures not done or executed poorly, RM not integrated in all phases of planning and execution, and substandard driver training programs, using unlicensed or inadequately trained vehicle operators, etc.) contributed to 85% of the mishaps.**

The Fix:
- Conduct rehearsals, thorough briefings, pre-combat checks/inspections
- Incorporate mission planning and risk mitigation into every aspect of unit operations
- Reassess risk if the mission or conditions change
- Review and validate your driver training programs
- Leader presence

Speed
Exceeding posted speed limits or operating the vehicle too fast for the conditions was a factor in approximately 45% of military vehicle mishaps that resulted in occupant fatalities this FY.

The Fix:
- Address vehicle speed in mission briefings
- Reiterate the importance of the TC/VC/senior occupant ensuring vehicles are operated at safe speeds
- Take action when personnel violate the standards, before a mishap can occur

Inadequate Leader Engagement
A leader failed to correct a deficiency or standards violation (seat belts/vehicle restraints, excessive speed, unauthorized sleeping areas) in 78% of mishaps.**

The Fix:
- Leader knowledge
- Leader presence
- Leader gumption

Deadly Weekends and Seasonal Activities
Over the last five years, 57% of off-duty Class A mishaps occurred between 1700 Friday and 0500 Monday. So far, there have been 11 water-related deaths in FY19; the highest since FY13.

The Fix:
- Conduct face-to-face counseling with subordinates
- Ask questions like, “What are your plans this weekend?”
- Encourage use of the buddy system
- Use ARAP to its full potential

Poor Judgment and Bad Decisions
Driver mistakes (excessive speed, fatigue, drinking and driving, no seat belts, no helmet, distracted driving, etc.) contributed to 92% of the Class A mishaps involving indiscipline.***

The Fix:
- Identify Soldiers who display poor driving skills and exhibit high-risk behavior
- Coach and mentor your Soldiers – teach them how to manage off-duty risk
- Make discussions about safety and loss prevention personal; use Preliminary Loss Reports and other examples to drive home the hazards

Negative Habit Transfer
There is a clear correlation between reported on- and off-duty mishap rates; as on-duty rates increase, so do off-duty rates.

The Fix:
- Foster a culture that does the “right” thing the “right” way on duty so it carries over to off duty
- Reinforce positive behaviors; use incentives and recognition
- Use ARAP to its full potential

Organization Doesn’t See Itself
Unit safety culture impacts readiness, which ARAP provides a way to measure. Units with ARAP scores in the bottom 25% account for more than 50% of the Army’s Class A mishaps. Units not current or never enrolled had more mishaps than those in the bottom 25%.

It’s not about the score - it’s the culture the score represents

The Fix:
- Don’t just take the test again; instead, work on the culture in your unit
- Have your unit take the survey to get information to improve your safety culture
- Implement actions to enhance safety practices and then conduct a follow-on survey
- Communicate your plan down to the lowest level

Leaders and Soldiers fail to wear or ensure their passengers wear seat belts or vehicle restraints – which are proven to reduce injuries and fatalities.

https://safety.army.mil