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.

Ideas to strengthen your unit’s readiness retention

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

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
- Numerous links to multimedia products and publications that support training, risk management and loss prevention
- Operators of private motor vehicles are failing to abide by known rules, laws or regulations.

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

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)
- Updates to the Motorcycle Safety Foundation’s BasicRider Course (BRC)

On duty
Vehicle operators and crewmembers are improperly trained. A lack of proper training coupled with inexperience increases the potential for mishaps.
The Evil Eight Exposed

**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 seven tactical vehicle mishaps that involved occupant fatalities with access to restraints in FY19, eight of eight fatalities were not using seat belts/restraints.*

**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, substandard driver training programs [71%], using unlicensed or inadequately trained vehicle operators, etc.) contributed to 71% of vehicle mishaps involving occupant fatalities.

**The Fix:**
- Rehearsal not conducted for that event
- Inadequate pre-mission briefings and orders
- Troop leading procedures not done or executed poorly

**Speed**
Exceeding posted speed limits or operating the vehicle too fast for the conditions was a factor in approximately 50% of military vehicle mishaps involving occupant fatalities.

**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 in 79% of mishaps.

**The Fix:**
- Rehearsal not conducted for that event
- Inadequate pre-mission briefings and orders
- Troop leading procedures not done or executed poorly

**Deadly Weekends**
More than 49% of indiscipline-related mishaps occurred between 1700 Friday and 0500 Monday.***

**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 Decisions**
Driver mistakes (excessive speed, fatigue, etc.) contributed to 50% of the Class A mishaps.***

**The Fix:**
- Identify Soldiers who display poor driving skills
- Coach and mentor your Soldiers – teach them how to manage off-duty risk
- Make discussions about safety and loss prevention personal

**Deliberate Misconduct**
Driver misconduct (drinking and driving, failure to wear seat belts, etc.) contributed to 42% of the Class A mishaps.***

**The Fix:**
- Identify Soldiers who exhibit high-risk behavior
- Make discussions about safety and loss prevention personal
- Use Preliminary Loss Reports and other examples to drive home the hazards associated with off-duty driving

**Safety Culture**
Unit safety culture impacts readiness, which ARAP provides a way to measure.

- Units with ARAP scores in the bottom 25% had more mishaps than those in the top 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

---

* Based on available data for all on-duty Class A mishaps within a five-year period.
** Based on on-duty vehicle mishaps investigated by the USACRC within a five-year period.
*** Based on analysis of indiscipline-related PMV mishaps within a five-year period.

https://safety.army.mil