COMMANDER'S GUIDE

to the Tactical Safety Professional

ARMY SAFE is ARMY STRONG

A BAND OF BROTHERS & SISTERS

Army Civilian Corps Creed

I am an Army Civilian – a member of the Army Team

I am dedicated to our Army, our Soldiers and Civilians

I will always support the mission

I provide stability and continuity during war and peace

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

I live the Army values of Loyalty, Duty, Respect, Selfless Service,
Honor, Integrity, and Personal Courage

I am an Army Civilian

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U.S. ARMY COMBAT READINESS/SAFETY CENTER

Foreword

Accidental injuries, deaths and disabilities remain among the greatest threats to our Army's readiness. Whether a fatal accident occurs during tactical operations in theater, on a training exercise at home station or along one of our nation's highways, the same devastating effects are felt within the unit and the Soldier's Family. People are our most precious resource, and we must do everything in our power to keep our Band of Brothers and Sisters safe.

Tactical safety professionals provide you — our Army's commanders — the resources and support to safely conduct your missions and safeguard your critical resources. These dedicated men and women have been thoroughly trained and meet all requirements of the Army Safety and Occupational Health Career Program. They will continue to grow as safety professionals far past their initial training and develop and acquire unique skills to support your on- and off-duty safety efforts, whether deployed or in garrison.

This guide outlines the roles and responsibilities of the tactical safety professional and explains what these great team members can do for you and your formations. They are multifunctional, multidimensional and, more than ever, absolutely essential to your command and combat readiness.

The U.S. Army Combat Readiness/Safety Center stands ready to support you and your safety professionals in our collective mission of safeguarding Soldiers. Thank you for all you do each and every day for our Soldiers, Family Members and Civilians.

ARMY SAFE IS ARMY STRONG!

WILLIAM T. WOLF
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Director of Army Safety/
Commanding General, USACRC

COMMANDER'S GUIDE
to the Tactical Safety Professional

Introduction

What is the safety profession?

No military occupational specialty for safety exists within the Army. Instead, Department of the Army Civilians specially trained in the Career Program-12 fill this critical need. Safety career fields currently available to DACs include safety and occupational health specialist (0018), safety engineer (0803), industrial hygienist (0690), health physicist (1306) and air safety investigator (1815).

Army safety and occupational health professionals assist commanders in the prevention of accidents, incidents and events that harm Army personnel and cause damage to property and the environment. They use qualitative and quantitative analyses of simple and complex products, systems, operations and activities to identify hazards. They evaluate hazards to identify what events might occur, the likelihood of occurrence, severity of results, actual risk (a combination of probability and severity) and costs incurred. These factors are then used to develop and make recommendations to commanders, managers, designers, employers, government agencies and other organizations on appropriate controls. These measures may involve administrative controls such as plans, policies, procedures or training, and

engineering controls like safety features and systems, failsafe features, barriers and other forms of protection.

Besides knowledge of a wide range of hazards, controls and safety assessment methods, tactical safety professionals must have expertise in the physical, chemical, biological and behavioral sciences, mathematics, business, training and educational techniques, engineering concepts and specialized operations (construction, industrial, transportation, tactical, explosives, range, fire, electrical, radiation, aviation, etc.). Careerists in CP-12 are educated in more than 80 competencies encompassing a core set of required skills, in addition to skill level requirements commensurate with their grade.

What is the role of the tactical safety professional?

Tactical safety professionals are an essential component in maintaining the Army's overall readiness. They work across the spectrum of warfighting functions (movement and maneuver, fires, intelligence, sustainment, command and control and protection). Their training has equipped them to meet the needs of the Army in challenging assignments worldwide, including deployments in support of combat, humanitarian, contingency and peacekeeping operations. These professionals are trained to anticipate and identify hazardous conditions and practices; assess risks; develop hazard control designs, methods, procedures and programs; implement, administer and advise others on hazard control initiatives; and measure, audit and evaluate the effectiveness of accident prevention programs.

Tactical safety professionals are "in-house" safety advocates who provide commanders from the brigade up with hands-on technical assistance to support the preservation of combat resources. In addition to the required competencies all safety and occupational health professionals must meet, tactical safety professionals are trained in the following fields:

- Composite risk management
- Tactical safety
- Deployment/redeployment accident prevention
- Joint accident investigation and analysis
- Electrical/fire safety
- Range safety
- Explosives safety
- Deployment environmental safety and occupational health
- Resource threat assessments
- Live/simulated tactical training operations
- Ground operations
- Railhead operations

- Airlift and sealift
- Transport of personnel and cargo
- Wheeled and tracked vehicle operations
- Combat engineer/construction operations
- Field maintenance operations
- Field maneuvers

Where does the tactical safety professional work?

An effective safety program requires an organizational structure that is capable of meeting federal, Department of Defense, Army, installation, host nation and unit safety and health standards. To meet these requirements, the tactical safety professional falls under the headquarters and headquarters company for administrative and logistical support.

For whom does the tactical safety professional work?

Safety is a command responsibility, and the commander is the accountable executive. Per appendix C, Field Manual 6-0, Staff Organization and Staff Officers, tactical safety professionals work directly for his or her commander, function as an extension of the commander on all safety and occupational health issues and serve as a member of the commander's special staff.

Qualifications

The Safety Management Career Field Guide, available online at http://cpol.army.mil.library and http://www.opm.gov, defines standards for the CP-12 safety and occupational health professional series. Training requirements, career progression and other useful information may be accessed at https://safety.army.mil/cp12online. The typical career path for tactical safety professionals is as follows:

- Intern (GS-7/9/11)
  - Initial Training – 15 weeks at USACR/Safety Center.
    - Includes four weeks advanced tactical safety training at USACR/Safety Center or equivalent training. Training will cover the full cycle of deployment activity from initial notification to redeployment/reintegration.
- Journeyman (GS-12)
  - Must have met 0018 Level I and II skill requirements, or equivalent level of training (crc.army.mil/cp12online).
    - Complete two weeks advanced tactical safety training at the USACR/Safety Center or equivalent. Training will include battlefield operating systems, live fire exercises, headquarters safety program and policy development, and lessons learned.

- ❑ Recommended: One full rotation experience at Joint Readiness Training Center, National Training Center, Combat Maneuver Training Center, or equivalent, or multiple field training exercises totaling 30 days. (OCONUS deployments satisfy this requirement.)

■ Senior (GS-13/14/15)

- Must have met 0018 Level I, II and III skill requirements.
  - ❑ Two weeks additional specialized tactical safety training at USACR/Safety Center or equvialent training. Training will include tactical strategic planning, developing a theater-level safety program, subordinate safety program evaluations, joint operations and senior leader effective communication.

CP-12 hiring procedures and unique requirements may be found at http://cpol.army.mil. The senior safety director, in concert with the commander, will construct the hiring panel IAW CP-12 hiring practices and ensure the most qualified candidate is selected.

Example position descriptions

Division Tactical Safety Professional and Supervisor

■ Serves as the principal staff adviser for the division's safety program, to include serving as chief of the safety office and subject matter expert on all safety issues.

■ Formulates, implements and interprets the division's safety policies using Army Regulation 385-10, Department of the Army Pamphlet 385-10 and related publications.

■ Serves as a member of the commander's personal staff and exercises primary responsibility for planning, developing, implementing, coordinating, evaluating and supervising the safety program.

■ Establishes criteria for the application of host nation/foreign standards and regulatory controls when deployed.

■ Exercises responsibility for budgeting, developing, directing, managing, implementing, promoting and coordinating the safety program.

■ Develops, coordinates, implements and evaluates the effectiveness and sufficiency of the safety program at all levels.

■ Develops information releases concerning the safety program and participates in or serves as a featured speaker at conferences.

■ Serves as the senior safety coordinator for staff elements.

■ Provides technical guidance and assistance to the commander and subordinate leaders to ensure compliance with established criteria,

mission goals, host nation/foreign policies and risk management.

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

■ Ensures proper accident notification and investigation procedures are followed.

■ Serves as the division career program manager for CP-12, providing guidance and direction to the operation of the safety career program through the division and subordinate elements.

Brigade Tactical Safety Professional

■ Serves as the principal staff adviser for the brigade's safety program, to include serving as the commander's technical adviser/ consultant.

■ Serves as the safety and occupational health manager with responsibility for planning, managing and administering a safety and occupational health program.

■ Responsible for the development, organization, execution and assessment of the tactical safety program.

■ Participates in planning meetings and course-of-action development to provide technical guidance and assistance to command group, staff and subordinate leaders.

■ Provides technical guidance and ensures compliance with established safety criteria.

■ Serves as the commander's technical expert to identify, analyze and provide risk management control measures for life-threatening hazards.

■ Deploys with units and other operations as tasked by higher headquarters.

■ Ensures compliance with applicable host nation/foreign military requirements.

■ Ensures proper accident notification and investigation procedures are followed.

■ Conducts compliance inspections and surveys to identify operational, facility and systemic safety and health deficiencies.

■ Develops lesson plans, support materials, lessons learned and risk management information for instructional use.

■ Conducts safety briefings, safety training classes and professional development classes for senior and junior leaders.

■ Reviews risk assessments for assigned/attached unit(s).

Roles and Responsibilities

The tactical safety professional will:

- Manage and execute the command safety program.
- Advise the commander and staff on all safety and occupational health matters.
- Serve as an advocate for the Army Safety Program and synchronize overall safety and accident prevention initiatives.
- Assess subordinate programs, develop additional duty safety personnel and provide technical consultation to ensure implementation of the command's safety program.
- Provide technical assistance and ensure risk assessments are reviewed and integrated into all phases of operations.
- Develop policies and procedures for integration of safety and occupational health, CRM and accident prevention into all command activities.
- Participate in planning, preparation and execution of all operations.
- Conduct safety training/classes at OPDs/NCOPDs, newcomer orientations and safety days.

Keys to success

- **Leadership**
  - Rely on the safety expertise of the tactical safety professional in support of informed decision making.
  - Ensure the tactical safety professional is involved in all planning and/or coordination of meetings for training events and/or contingency operations.
  - Support the safety program through resources, personnel and time.
  - Ensure open lines of communication with the tactical safety professional through direct and unfiltered access by ensuring he or she is a member of the commander's special staff.
  - Establish the organization's safety culture through personal example and decisive engagement.
  - Hold the safety professional accountable for the performance of duties listed in position descriptions.
  - Complete administrative responsibilities IAW local Civilian Personnel Advisory Center requirements.
- **Individual**
  - Never misuse the command's empowerment by trying to wear the commander's rank.
  - Ensure safety issues and concerns addressed at all levels are based on appropriate Army regulations, DoD regulations and directives, OSHA standards and applicable federal law.
  - Use time with the commander effectively and keep him or her informed.
  - Resolve issues at the lowest level and prioritize those that need elevation.
  - Interface effectively with fellow staff officers for day-to-day operations; be a team player.
  - Be visible within the brigade combat team.
  - Use safety surveys and staff assistance visits as a tool for ensuring compliance with safety regulations and as a means for providing Soldier and Civilian training.
  - Do not say "no" — say, "How can I help you do want you want in a safe manner?"
  - Be proactive, not reactive.
  - Attend all in-progress reviews and provide safety oversight.
  - Attend all brigade combat team-level military decision making process briefings.

- Monitor and/or observe vehicle preventive maintenance checks and services and unit/individual pre-combat checks/inspections.
- Hold yourself accountable for the performance of duties listed in the position description.
- Complete administrative responsibilities IAW local CPAC requirements.
- Participate in all brigade-level exercises and provide oversight of subordinate battalion exercises.
- Maintain deployable status and fitness.

Performance objectives: some examples

■ **Enhanced awareness and leader engagement.** Develop and implement/conduct initiatives to enhance awareness and leader engagement on accident prevention and CRM application.

■ **Accident and injury prevention.** Effectively manage the command safety program and affect accidental injury rate reductions through application of lessons learned and best business practices.

■ **Effective program and resource management.** Identify, assess and effectively manage resources necessary for effective safety program execution.

■ **Supervise.** Lead safety and occupational health efforts, ensuring continuity of effort within the area of operation.

■ **Support the mission.** Provide accurate and timely safety, loss control and CRM advice.

Rating scheme

At the brigade level, the tactical safety professional's rating scheme should include his or her immediate supervisor as the rater, the division safety director as the intermediate rater and the brigade commander as the senior rater.

Administrative Considerations

Duty hours

Authority for establishing and changing tours of duty is delegated to the commander of the organization employing Civilian personnel. Although the normal work week is 40 hours, tactical safety professionals in support of or in deployment status may be assigned to different work hours. Notice must be given when employees are to be assigned to a different tour of duty or work week. Commanders must refer to Office of Personnel Management and Army guidelines for appropriate compensation.

Awards

There are several options available to recognize the accomplishments of tactical safety professionals. This recognition may be honorary, such as an achievement medal, or monetary, such as a step increase. Information on these awards may be found in AR 672-20.

Of special note are the following:

■ The Global War on Terrorism Civilian Service Medal recognizes the contributions of civil service personnel in a foreign country designated by the military's GWOT Expeditionary medal criteria.

■ The Office of the Secretary of Defense Medal for Valor is an award that recognizes the act of heroism or sacrifice with voluntary risk of personal safety in the face of danger on or off the job.

■ The Secretary of Defense Medal for the Defense of Freedom recognizes the sacrifice of those injured or killed due to hostile action against the United States or killed or wounded while rescuing or attempting to rescue any other employee or individual subjected to injuries suffered under such conditions.

Budget

Areas to consider when making budget decisions include the following:

■ Designate salary for a 40-hour workweek.

■ Comply with regulations when requesting overtime (approval and funding). Deployed budgets should include 196 hours of overtime as well as danger and hazardous duty pay.

■ Temporary duty for training, continuing education and conferences.

■ Uniform purchase and appropriate patches. (Per the director of contracting, government purchase cards may not be used to procure military uniforms for Civilians. However, uniforms may be issued for deployment.)

■ Vehicles for travel required to support the unit's missions.

■ Printing for publications and informational materials.

■ Professional items.

■ Safety education enhances Army operations and improves safety awareness through recognition and promotion of individual and organizational accident prevention measures. Promotional materials such as posters, films and videos, technical publications, pamphlets, incentive items and related materials are proven cost-effective safety awareness tools and therefore should be budgeted for and used at all levels to promote safety.

Deployment Requirements

Authority to deploy

Department of Defense Directive 1404.10 provides for the involuntary assignment of Civilian employees to emergency-essential positions as necessary to meet the exigencies of the circumstances and when unforeseen contingencies prevent prior identification of those positions as E-E. It is the Army's policy that Civilians will be used to support the military in carrying out their missions. Installations and activities will develop and implement plans required to support military contingency operations and all other levels of mobilization. The objective of the Civilian Readiness Program is to ensure qualified Army Civilian employees are available in adequate numbers and with adequate skills to meet worldwide mission requirements during periods of national emergency, mobilization, war, military crisis or other contingencies.

An E-E employee is an incumbent of an overseas position or an individual who would be sent overseas during a crisis situation. The position ensures success of combat operations or supports essential combat systems after mobilization, evacuation order or other military crisis.

Tactical safety professionals are E-E employees. As such, tactical safety professionals must sign DD Form 2365, DoD Civilian Employee Overseas Emergency-Essential Position Agreement. Other requirements include an approved deployment common access card, approved SF-78 (Certification of Medical Examination) and deployment-related medical and dental examinations and immunizations. Medical treatment is authorized while deployed.

Commanders must integrate and document use of the Civilian workforce in all types of operations and contingency plans and ensure Civilian issues are addressed during execution. Positions classified as E-E should be pre-identified prior to filling, with the position description/vacancy announcement annotated and conditions of employment clearly defined.

Commanders are encouraged to consider the tactical safety professional when establishing military and personnel tempo. At brigade level, there is one person assigned to the tactical safety mission TO&E/MTO&E.

Tactical safety professionals must meet the following criteria prior to deployment:

- Security clearance verification.
- Passport (government and Civilian)/visa/country clearance valid through deployment dates.
- Current DoD Civilian identification card reflecting E-E status with dates covering the entire deployment period.
- Appropriate travel orders (TDY, TCS, NATO, etc.).
- DD Form 93, Record of Emergency Data.
- Validated deployment criteria checklists.
- Deployment packet as directed by CPAC.
- Arrangements should be made to have the safety professional receive preventive dental treatment prior to deployment.
- Tactical safety professionals should in/out process with their organization.

Clothing and equipment

The primary duty uniform for the tactical safety professional in field, support and deployed environments will be the same as the organization, unless otherwise directed. When wearing a military uniform, compliance with AR 670-1 is required. The primary duty uniform in garrison is appropriate attire that supports the organization.

Recommended equipment list

- Accident investigation kit
- Digital camera
- Video camera
- GPS
- Optic range finder
- Compass
- 100/25 foot measuring tape
- Pocket/universal toolkit with case
- Flashlight(s)
- Binoculars
- Night vision goggles
- Multi-meter
- Electrical circuit tester
- GFCI tester
- Sound meter
- Radiac meter
- General purpose tool bag
- Laptop computer(s), both SIPR and NIPR
- Printer/scanner
- BlackBerry in garrison and cell phone while deployed
- Vehicle, tactical/GSA
- Other uniform/equipment unique to the organization/operation (TA-50, Nomex, etc.)
- Transport cases, such as Pelican cases
- Safety vest
- Appropriate office supplies
- Steel-toed safety footwear for use in garrison
- Appropriate transportation for conditions in the operating environment
- Ohms meter, such as a Fluke Ohms meter with clamp tester
- Hardhat
- Infrared thermometer gun

■ Oxygen analyzer meter

■ Other personal protective equipment as required (respirator, clothing, etc.)

■ Eye protection

■ Sunglasses

Entitlements

Tactical safety professionals are entitled to the following while in support of overseas contingency operations:

■ Government-provided legal assistance (limited to matters related to deployment, such as preparation of wills and powers of attorney and basic income tax assistance).

■ Family care plan preparation assistance (installation provides legal and other assistance as needed).

■ Base exchange and commissary privileges in theater.

■ Use of Morale, Welfare and Recreation facilities and activities.

■ Inclusion in the unit's Family Readiness Group to ensure spouse/Family support while deployed.

■ Additional training to meet deployment requirements, including combat lifesaver training, basic rifle marksmanship, etc.

■ Eligible for and issued rapid fielding initiative equipment.

■ Medical/dental treatment as provided to military members, including free care for illness, disease or injury suffered during deployment.

■ Foreign post differential pay and eminent danger pay. Civilians are provided compensation for deployments. Percentages are based upon the region they support, and all income is taxable.

Appendix A

Military/Civilian Rank Equivalency

As established in DoD Directive 4165.63-M:

Table C2.T1 is based on the military and Civilian relationship established for Geneva Convention purposes. Non-appropriated fund positions shall be considered equivalent to their counterparts under the General Schedule and Wage System, and senior level positions shall be considered equivalent to senior executive service positions. For the Wage System, when a more precise relationship to military rank or General Schedule grades is necessary, this shall be determined by the installation commander using the grade groupings in the table as a guide. Finally, equivalent grades for other Civilian employees not included in the table shall be determined by the installation commander using the table as a guide.

Regarding protocol issues, there is no set guidance from DoD with respect to GS and NSPS positions and their equivalence to military ranks as stated in DoD Memorandum, Subj. Revised Department of Defense Order of Precedence, Nov. 14, 2005. The DoD memorandum mentions only Civilian employees at the SES and DISES level.

Table C2. T1.

Military and Civilians

	Civilian Grade Group		
Military Grade Group	Senior Executive Service/ Senior Level	Merit Pay Employee	General Schedule
O-7 thru O-10	SES 1 thru 6 ES1 thru 6	—	—
O6	—	GS-15	GS-15
O5	—	GS-13 and GS-14	GS-13 and GS-14
O4	—	—	GS-12
O3	—	—	GS-10 and GS-11
O-2 W-3 & W-4	—	—	GS-8 and GS-9

The Department of the Army does prescribe protocol rank equivalencies for selected GS personnel on its order of precedence, including them under Code 8 (not VIP ranked) as stated in DA Pam 600-60, Appendix D. Per DA Pam 600-60, the following equivalencies are established:

- GS-15 equivalent to colonel
- GS-14 between colonel and lieutenant colonel
- GS-13 equivalent to lieutenant colonel
- GS-12 equivalent to major
- GS-11 between major and captain
- GS-10 equivalent to captain
- GS-9 equivalent to first lieutenant

At present, there is no prescribed equivalency for protocol, housing or Geneva Convention purposes for NSPS personnel.

References

5 U.S.C. Subpart E, Chapter 61
Hours of Work

Public Law 91-596
Occupational Safety and Health Act of 1970, April 28, 1971

Executive Order 12196
Occupational Safety and Health Programs for Federal Employees, Feb. 26, 1980

Department of Defense Directive 1400.31
DoD Civilian Work Force Contingency and Emergency Planning and Execution, April 28, 1995

Department of Defense Directive 1404.10
DoD Civilian Expeditionary Workforce, Jan. 23, 2009

Department of Defense Instruction 1400.32
DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures, April 24, 1995

Department of Defense Instruction 6055.1
DoD Safety and Occupational Health Program, Aug. 19, 1998

Army Regulation 385-10
The Army Safety Program, Aug. 23, 2007

Army Regulation 670-1
Wear and Appearance of Army Uniforms and Insignia, Feb. 3, 2005

Army Regulation 672-20
Incentive Awards, Jan. 29, 1999

Army Regulation 690-11
Use and Management of Civilian Personnel in Support of Military Contingency Operations, May 26, 2004

Department of the Army Pamphlet 385-10
The Army Safety Program, Aug. 5, 2009

Department of the Army Pamphlet 690-47
DA Civilian Employee Deployment Guide, Nov. 1, 1995

U.S. Army Forces Command Regulation 385-1, with changes 3, 4, 5
Forces Command Safety Program, May 1, 2011

U.S. Army Europe Regulation 690-6
Civilian Mobilization and Contingency Operations Planning and Execution, Aug. 25, 1995

Augmentation TDA Implementation Plan
Phase I, BG Formica, DAMO-FM, Jan. 27, 2006

Useful Links

USACR/Safety Center
https://safety.army.mil/
CP-12 Web site
https://safety.army.mil/cp12online/
Leader's Corner
https://safety.army.mil/LeadersCorner/

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