

Risk management integration showcased for VIP

On 6 March 1997, The Honorable Robert M. Walker, Assistant Secretary of the Army (Installations, Logistics, and Environment) visited the U.S. Army Safety Center. Mr. Walker was accompanied by members of his staff including COL Hershell E. Wolfe, Assistant for Safety and Occupational Health, and Ms. Kathryn Condon, Assistant for Environmental Issues, who participated in functional discussions.

The Director of Army Safety and his staff provided Mr. Walker an update on Army Risk Management Integration followed by a look to future perspectives. This article provides you in the

field with an overview.

As the Army's senior installation policy official, Mr. Walker directly affects every aspect of installation management throughout the Army, including

policy, priorities for resources, and program direction. Mr. Walker concentrates on mission readiness and says that he feels a special responsibility to take care of soldiers and their families. "As a former enlisted person, I believe if we take care of soldiers, they will take care of the nation," he said.

The Army Safety Program Vision provided the focus: **Protect the Force through Risk Management to Enhance Warfighting.**

The core competencies of the Army Safety Program provided the framework: **Integration, Information, & Evaluation.**

Dramatic reductions in reported Army accident experience are evidence that Army can further capitalize on opportunities released by effective application of Risk Management process. The core competencies are the Army Safety Program methodology to embed Risk Management into the Army culture and thereby capture its full power.

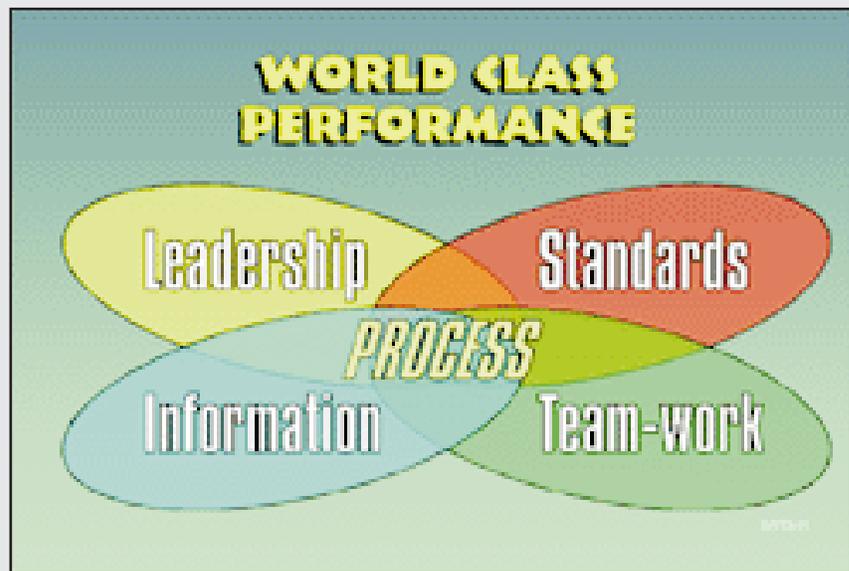


The Director of Army Safety, BG Thomas J. Konitzer and the Deputy Director of Army Safety, COL Tom B. Foulk III brief Mr. Robert M. Walker on the redesigned Army Safety Program.

Integration

Integrating Agents are the key to the Army's timely and effective Risk Management Integration. And just what is an Integrating Agent? The Army champion who can embed Risk Management into the key processes of mainstream Army systems; usually proponent for a mainstream Army system or one who has primary influence over that system.

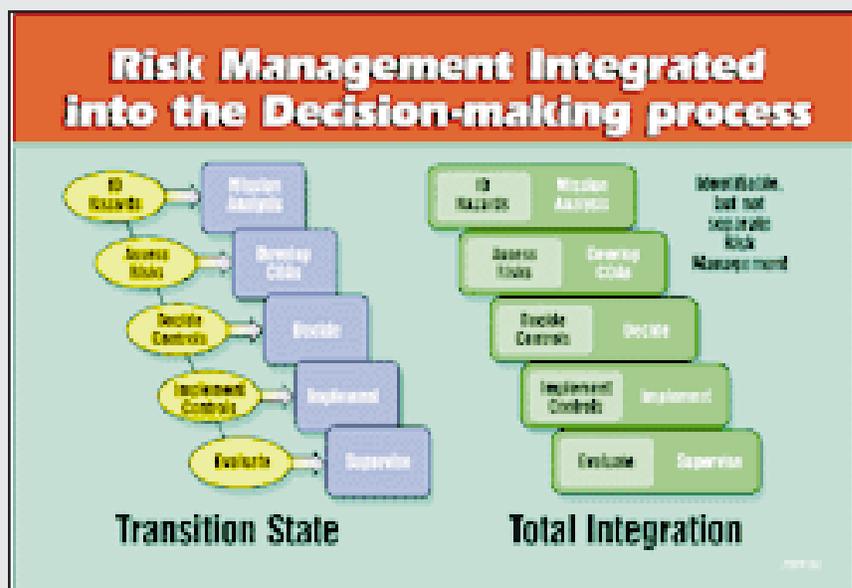
Proponents claim ownership for safety procedures that are integral to their functional areas by devolving safety procedures from stovepiped Army Safety documents into documents of the functional proponents. Mr. Walker and the Director of Army Safety also discussed the relationship of Risk Management to the more traditional safety focus on compliance. The Director of Army Safety reflected that compliance is essential but is not enough; further, that Risk Management provides that extra measure of opportunity through a holistic orientation that manages risks left after standards are met. For more on standards and risk management, see *Risk Management Journey Continues* in this issue of the CAPP Report.



Information

Hazards, risks, and controls information is critical for effective application of Risk Management in the decision-making process.

The Director of Army Safety has established Objectives to provide Integrating Agents easy access to reliable and valid information that supports accomplishing the responsibilities inherent in ownership of safety aspects of functional proponenty. The goal of Information Management is the appropriate risk management information available at every level.



Evaluation

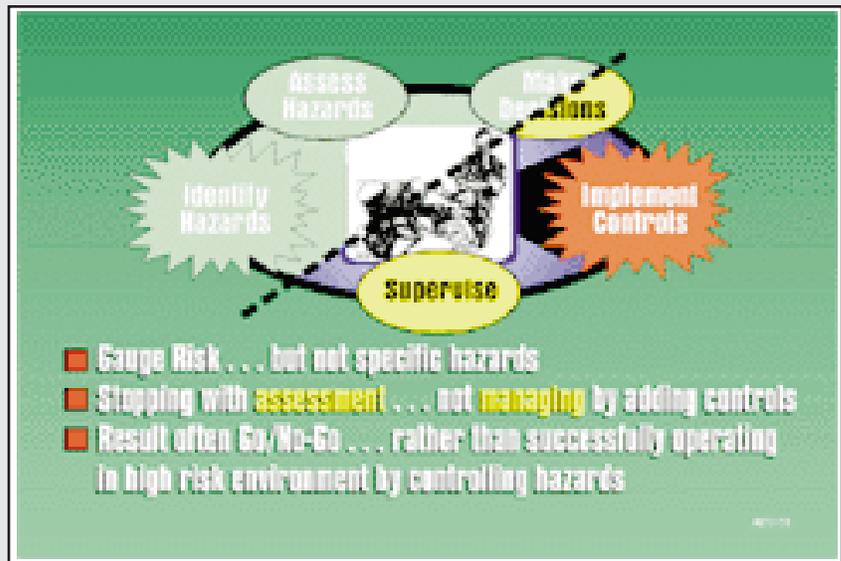
Today's snapshot of Army Risk Management would be captioned "Generally accepted. Somewhat understood."

Methods to identify and clarify the Army's understanding and use of Risk Management, and, progress of Risk Management Integration are under development. The first step is a clear definition of "accident" as culturally-based.

This yields an understanding that culture change is required to recognize incidents as accidents and that they are therefore preventable.

The next step is to accept that Risk Management is the best vehicle to prevent them.

Once additional Evaluation tools are developed and applied, results will be used by the Director of Army Safety to advise Army leaders on strategies to propel the Risk Management process into mainstream Army policy and decision-making and thereby strengthen disconnects that inhibit total Risk Management Integration



An accident is the unplanned result of a behavior or a condition that is a likely part of an organization's culture.

ARMY RISK MANAGEMENT INTEGRATION IN PERSPECTIVE

- Safety Program is changing in response to Army 200 dynamics
 - Shifting from external compliance to leadership decision on controlling hazards
 - Potential value: Protection becomes asset (combat multiplier) vs safety as a liability (obstacle)
- World Class performance will build upon Risk Management process
 - Overall standard: "Informed decision by appropriate level of command"
- Risk Management Integration is the process used to institutionalize these changes
 - Embed as a guiding principle into the Army's system of systems
 - Modifies behavior of soldiers & civilians
- Impact of Risk Management Integration: End-State:
 - Transparent, value-added process
 - Integrating agents - proponents empowered with DA scope

Partnership among Integrating Agents and Safety Teams crucial to transition!

Discovering Best Safety Practices

Recently Larry E. Tolpi spoke at a local chapter meeting of the American Society of Safety Engineers. He is the Manager of Safety, Health, and Environmental Affairs at the DuPont Fibers Plant, Richmond VA. His speech, "Rediscovery of Safety at DuPont," was about DuPont's safety program. They have the best safety record in the chemical industry. They are trying to do better.

In 1994, their accident rate was trending up towards 1 recordable accident for every 100 persons. DuPont's management felt that 99% is not good enough for safety. After all, no one accepts dropping 450 babies a day at birth or 18 unsafe landings at O'Hare International Airport daily. They wanted NO recordable accidents.

They formed a team of 30 employees. Their goal was to determine what the best DuPont sites have in common. These best practices became the foundation for safety best

practices at all sites.

1. Demonstrated management commitment. He called this "felt leadership." Safety is a core value felt by leadership. Leaders clearly show their safety excellence resolve.

2. Integration of safety and health activities into business plans. Safety, Occupational Health, and Environment add value. Safety is central to business excellence and not an add-on.

3. Constant and varied communication. Communicating safety and health information is obsessive. They post performance measures at gates. They hold frequent safety training and meetings. Safety reminders are everywhere.

4. Work processes and systems reflect a team orientation. Teams are the basic work unit. Each person is their peer's keeper. DuPont is moving away from a dependent or "Army" management style (his words not mine). Management is moving from a paternalistic (I will take care of you) style. They are moving to an interdependent (we will take care of each other) team style.

5. Strong operating discipline. They have heavy emphasis on doing it right the first time.

6. Frequent management and team audits. They have both primary (in house) and secondary (from other plants) program audits. Soon they may have tertiary audits from outside sources. They discover and recognize both right and wrong items.

7. Relentless pursuit of root causes for incidents and other failures. They strongly believe all safety incidents and near misses are preventable. These events show failure. They make findings known and share them widely.

8. Training is a given. Training is continual. Training includes work, reasoning, and behavioral skills.

9. Wide use of leading and current indicators. They track leading and positive indicators. Metrics can range from how many times relief valves are checked to examining at-risk behavior to rates of implementing employee suggestions.

10. Positive recognition and rewards. They recognize employee achievements both formally and informally.

11. Responsibility and accountability. DuPont sets high standards. Ignoring them has clear and well-accepted outcomes. Teams and individuals are responsible for their own performance.

12. Safety, health, and environmental staff are well-respected members of business teams. Everyone sees these professionals as playing a vital role in DuPont's success.

(I based a portion of this article on an editorial by Stephen G. Minter. It is "DuPont Discovers Safety" in the August 1995 edition of *Occupational Hazards*.) ♦

POC: Ms. Rosalene Graham, Chief Force Management Division, DSN 558-2450, (334) 255-2450



Ten Principles Contribute to a Total safety Culture

P sychologist E. Scott Geller says 10 principles should guide the process of introducing a “total safety culture.”

1. The culture, not the Occupational Safety and Health Administration, should drive the safety process. To effectively create a safety culture, employers must work to achieve their own safety goals, not those of someone else.

2. Behavior-based and person-based factors determine success. Factors contributing to the occurrence or prevention of workplace injuries include observable behaviors, and underlying feelings or attitudes.

3. Focus on process, not outcomes. Companies should focus not so much on outcome statistics, but the human processes responsible for them.

4. Behavior is directed by activators and motivated by consequences. Behavioral science analyzes sequences of events in human activity. In this case, activators signal the use of consequences, which together produce a behavior, or $A+C=B$.

5. Focus on achieving success, not on avoiding failure. According to B.F. Skinner, the founder of behavioral science technology, employees feel free when controlled by positive reinforcement. They are more likely to want to contribute to safety goals than when working to avoid punishment.

6. Observation and feedback

lead to safe behaviors. When employees are adequately trained, they make effective “safety coaches” for each other.

7. Effective feedback occurs via behavior-and person-based coaching. Geller’s mnemonic device, “COACH,” serves as a reminder of the key aspects of safety coaching (C-care O-observe, A-analyze, C-communicate, H-help).

8. Observing and coaching are key actively-caring processes. When employees are rewarded for exhibiting safe behaviors, they are more likely to repeat the behavior. An example is giving someone a

thank-you card that can be used in a weekly prize drawing, after observing them take the time to replace a faulty safety guard.

9. Self-esteem, belonging and empowerment enhance caring for safety. When these personal attributes are nurtured, actively caring becomes intuitive.

10. Shift safety from a priority to a value. Priorities change depending on circumstances: values remain constant.

— Extract reprinted by permission of American Society of Safety Engineers. Extracted from, Healthcare Division News, Winter 1997 as abridged from Professional Safety September 1994.

Subject: Split Rim Wheel Safety Training

The following information is provided compliments of Messrs Pessagno and Duke at HQ TRADOC. Thanks to Mr. J. Moore for taking the time to share this valuable info. Failure to follow standards for safe work with split rim wheels continues to result in fatal tragedy after fatal tragedy. Mr. Moore’s info can help your activity train to standard.

I am the Collateral Duty Safety Officer at Maintenance Division, Fort Lee, Va. And in being a safety officer I try to give classes in areas of safety that is needed and required by Army regulations and OSHA. The bottom line is that training is required for all employees that service and maintain multi-piece and single piece rim wheels. I have found a vendor for FREE training manuals and videos that can be used if someone is in need of them. They will supply you with the books, tapes, pamphlets and OSHA charts needed for your training needs.

Call or write:

Accuride Corp.
P.O. Box 40
Henderson, Kentucky 42420
Phone: 1-800-626-7096

You will also need TM 9-2610-200-24 to cover Army requirements to OSHA. OSHA 29 CFR part 1910.177 is reprinted in the Accuride training books. I hope this information will help anyone in need of training. ♦

Risk Management Journey Continues

Since the Army embarked upon the journey of integrating risk management into all that we do, no issue has caused more concern than the apparent conflict between managing risks and complying with regulatory standards.

A person who doesn't understand risk management would say:

The US Army is an army of standards in which soldiers train and perform to written standards. These standards incorporate hazards, controls and risk decisions into mission tasks. Therefore, when soldiers perform these tasks to standard they are performing them both safely and effectively. If we now encourage soldiers to manage their risks according to a five step process, are we not, at least unintentionally, promoting an alternative to the strict enforcement of standards?

The answer is an unequivocal no.

On the face of it, the conflict appears to be real, especially in those high hazard military and civilian operations (railhead operations come to mind) where most hazards and controls have been identified during development of the standards.

However, when we look at the risk management process in a wider context, the conflict becomes much

less apparent. Even in high hazard operations, where extensive hazards and controls have been incorporated into the standards, the standards may only provide a 75% solution. In such cases the risk management process provides the remainder of the solution when applied by those knowledgeable in mission, standards and the risk management process. That is, risk management addresses the portion never intended to be addressed by standards; the portion where man, machine and environment interface in ever shifting combinations of complex variations.

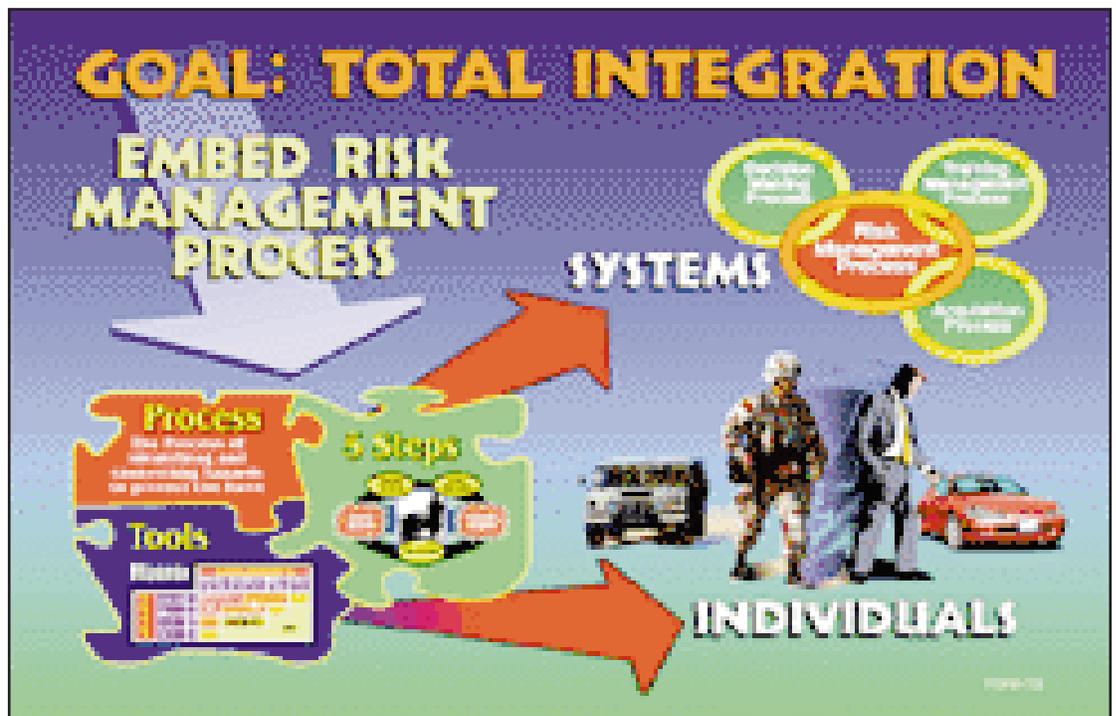
By building risk management into effective Army decision making, there is no intention not to comply with regulatory standards. By integrating the risk management process into all that we do, the Army is shifting the orientation from a compliance-focused approach to a risk-focused approach, built on a bedrock of compliance.

Risk management, clearly, is an integral part of developing standards and policy. Hazards are identified, hazards are assessed, controls are developed and risk

decisions are made. A substantial difference is that the risk decision is taken at HQDA level, or higher. When the parameters of risk acceptance are relatively inflexible, such as the quantity-distance requirements of explosives safety, a formal waiver program has been implemented. Under these conditions, if the standard is unclear or inadequate, the responsibility rests with the proponent agency and the designated waiver authority.

In this sense, even though use of the phrase "risk management" to describe a formal process is relatively new, the risk management thought process in the development of standards is as old as the Army.

Risk management is designed to address all aspects of an operation, particularly those not covered by standards. The process addresses the additional hazards created by the man/machine/environmental interface. For example, standards may not provide all required guidance for questions such as: will the mission be conducted in hours of darkness or daylight?; is the crew sufficiently rested and



trained to perform the mission?; is the equipment suitable for the mission? When the risk management process supplements standards, all hazards are identified, all risks are assessed, additional controls are developed and implemented, and residual risks are accepted at the appropriate level.

It is important to realize during the risk management integration journey that there is no real conflict between the enforcement of regulatory standards and the application of risk management techniques. The US Army is still an army of standards. OSHA standards are still required. The risk management process incorporates and complements standards, it does not compete with them. At its best, the risk management process can even be used to influence changes to existing regulatory guidance. ♦

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OWCP Bill Payment Procedures

Employees must submit charges for medical services on a correct form for further processing by the Office of Workers' Compensation Programs (OWCP) district offices. Use one of the following forms for medical services, surgical treatment, appliances or supplies furnished to injured employees:

(1) Health Insurance Claim Form OWCP-1500, HCFA-1500: Use this form for Medical bills from physicians, chiropractors,

therapists, radiologists, laboratories, podiatrists, home nursing services and durable medical equipment providers. Dentists, pharmacies, ambulance services and acupuncturists are encouraged to use the form.

(2) UB-82 or UB-92: Use this form for all hospital bills. NURSING homes are encouraged to use this form.

(3) SF-1012 (Travel Voucher): Use this form for reimbursement of mileage, parking fees and other travel expenses that are a part of the claim. An injured employee who has paid a provider may request reimbursement by submitting a completed OWCP-1500 signed by the provider. Hospital bills must be stamped "paid" or certified to show that payment was received. Submit a copy of the canceled check to support reimbursement.

Reimbursement for prescriptions should include prescription receipt indicating the name of the drug, the prescribing doctor and the date the prescription was filled.

THE OWCP DISTRICT OFFICE WILL RETURN BILLS NOT IN COMPLIANCE WITH THESE PROCEDURES TO THE INSTALLATION/ACTIVITY.

Alma Yopp, Assistant Secretary of the Army, (Manpower & Reserve Affairs), 200 Stovall Street, Alexandria, Virginia 22331-0340, (703) 325-9980, fax (703) 325-3524

No Fault Reporting

AMOCO developed an achieving Safety Excellence Program as part of their overall program to reduce accidents, injuries and illnesses. An

integral part of this program is no fault reporting of what is commonly called "near miss accidents." They started their No-Fault Reporting Management System about three years ago. It is the bellwether of the culture for two reasons.

1. First, it's success reflects trust. Trust from middle and intermediate managers that senior leaders mean it when they say "no fault." Trust on the part of workers that middle and intermediate managers mean it when THEY say "no fault." And, trust by workers that management will take action to resolve the issue raised, referred to as the "management system error," by the no-fault report.

2. Second, it reflects understanding. Once trust is established, an understanding of why the no-fault report is important is critical to reporting the right information. Reporting increases as workers see that management will act when management system errors are pointed out.

However, it also shows that workers understand the connection with upstream hazard identification and assessment as prevention for the downstream injury or accident.

AMOCO-Canada and other subsidiaries around the world use the no-fault management system as a barometer of culture that reflects safety as a value, not merely a priority.

Their continued commitment to no-fault reporting confirms its importance in effective continuous improvement for safety programs.

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No Place in the Sun

At the least, too much exposure will age you prematurely. At worst, it will keep you from getting any older.

Spending a lot of time outdoors makes you a prime target for punishing sun rays that reach us in the form of ultraviolet (UV) light. UV is the cause of sun related cancer and precancerous growths.

Melanoma (skin cancer) is the real issue. You can usually freeze or cut out other cancers, but malignant melanoma will kill you.

The American Cancer Society estimates that more than 800,000 new cases of skin cancer will occur this year in the United States, making it the most common cancer. Skin cancer incidence has grown, and will continue to increase dramatically each year. For example, the lifetime risk of developing skin cancer for someone born in 1930's is 1 in 1,500. For someone born in the 1990's the risk rises to 1 out of every 100 persons. For children born by the year 2000, the risk factor is expected to increase to 1 in 90. Presently, skin cancer incidents are increasing at a faster rate than any other type of cancer.

Of the estimated 40,000 to 80,000 people who get skin cancer each year, 7000 will die because they didn't see a doctor early enough.

Two types of UV light reach the earth. UVA browns your skin; UVB burns your skin. Medical experts used to think that UVB caused the most cancers, but further research indicates that UVA adds to the UVB damage. So there's nothing healthy about a tan. It means your skin is laying down extra pigment to try to shield itself. The Sun Protection Factor (SPF) of a naturally acquired tan is only about 4.

Doctors recommend an SPF of

30 to properly protect your skin. This is where sunscreen and your individual reaction to the sun comes into the picture.

You can classify your own skin as one of five types:

Type I - Extremely sensitive; always burns, never tans.

Type II - Very sensitive; burn easily, tans minimally.

Type III - Sensitive; burns moderately, tans gradually to a light brown.

Type IV - Minimally sensitive; burns rarely, tans well to a dark brown.

Type V - Not sensitive; never burns.

If you are a blue-eyed, fair-complexioned, freckle-faced person who always burns, you have a disproportionately high risk of getting melanoma.

Sunscreens with SPF 30 or higher can help protect you, but be sure to use enough. It takes 1 to 1 1/2 ounces to cover your whole body well. The best time to apply it is in the morning before you go outside. Men will find that sunscreen is absorbed best on the face right after a shave. Reapply even waterproof sun screens every hour if you are sweating or in and out of water.

Don't rely on sunscreen alone. Cover up whatever skin you can. Starting from the top, wear a hat that covers your ears, one you can cinch down in the wind. Next comes a long-sleeved shirt and long pants. Make sure the weave of the fabric really keeps the sun off your skin. Don't forget shoes to prevent sunburn on the tops of your feet.

When covering up, don't forget your eyes. When unprotected from sun glare and its reflection off water and snow, your eyes stand a greatly increased risk of cataracts and macular degeneration (Small sensitive area of the central retina; provides vision for fine work and reading). For best protection wear wrap-around sunglasses (or glasses with side shields) with a

broad-spectrum UV block in the glass. Polycarbonate and plastic lens also block UV radiation, look on the sunglasses label before you buy to ensure that they provide at least 99% protection from UV radiation.

Being savvy about the sun also includes knowing when you are most at risk. The UV light reaching the earth is greatest between 10 AM and 2 PM. In addition to time of day, consider the 10 point UV index issued by the National Weather Service.

Some people are at increased risk from the sun because of medication they take, including some antibiotics, diuretics, and cold and allergy medications. Get a computer printout from your pharmacist spelling out the side effects of any drugs you're using.

Remember too that the intensity of UV light increases about 20% for every mile above sea level. Although clouds may appear to offer sun protection, most UV light passes right through them.

Okay, let's say you've taken all the proper precautions and you still notice strange changes in the number, size, shape, and color of moles, freckles, or birthmarks. What do you do? You get to a doctor immediately.

Characteristics of an abnormal mole:

- Flat
- Not round
- Irregular edges
- Larger than a pencil eraser
- More than a single color or shade.

Skin cancer is easily treated if caught early. ♦

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The Army's "Dirty Dozen"

Results of FY 96 Occupational Safety and Health Administration (OSHA) Inspections of Army Activities

In FY 96, OSHA inspected 55 Army activities and issued 265 citations for OSHA standards violations as follows: 214 serious; 13 repeat; and 38 classified as "other." The twelve most frequently cited standards resulted in over 63% of the violations.

The OSHA Inspections and Violations (I&V) System available in the Army Safety Management Information System (ASMIS) contains this data. Persons with ASMIS accounts may access the OSHA I&V System to develop major Army command or local installation information as a management tool to improve OSHA compliance.

The Army's Dirty Dozen

The most frequently violated OSHA standards during FY 96 inspections of Army activities by OSHA compliance officers (listed in descending order of frequency)

SUBPART O — MACHINERY AND MACHINE GUARDING

1. 29 CFR 1910.213 Woodworking machinery requirements: This section provides requirements for woodworking machinery.

SUBPART Z — TOXIC AND HAZARDOUS SUBSTANCES

2. 29 CFR CFR 1910.1027 Cadmium: The standard applies to all occupational exposures to cadmium compounds, in all forms, and in all industries covered by the Occupational Safety and Health Act, except the construction-related industries, which are covered under 29 CFR 1926.63.

SUBPART Z — TOXIC AND HAZARDOUS SUBSTANCES

3. 29 CFR 1926.1101: Asbestos: The standard applies to all occupational exposures to asbestos.

SUBPART Z — TOXIC AND HAZARDOUS SUBSTANCES

4. 29 CFR 1910.1025 Lead: The standard applies to all occupational exposures to lead.

SUBPART S - ELECTRICAL

5. 29 CFR 1910.305 Wiring methods, components, and equipment for general use: This section provides general requirement for wiring methods, components, and equipment for general use.

SUBPART J — GENERAL ENVIRONMENTAL CONTROLS

6. 29 CFR 1910.146 Permit-required confined spaces: This section contains requirements for practices and procedures to protect employees in general industry from the hazards of entry into permit-required confined spaces.

SUBPART Z — TOXIC AND HAZARDOUS SUBSTANCES

7. 29 CFR 1910.1200 Hazard communication: This section contains requirements for communicating potential hazards of workplace chemicals.

SUBPART S - ELECTRICAL

8. 29 CFR 1910.303 General requirements: Electrical equipment will be free from recognized hazards that are likely to cause death or serious injury to employees.

SUBPART E - MEANS OF EGRESS

9. 29 CFR 1910.37 Means of egress, general: Free and unencumbered egress must be provided to all employees.

SUBPART D - WALKING -WORKING SURFACES

10. 29 CFR 1910.22 General requirements: Walking, working surfaces shall be kept clean and orderly; covers and guardrails shall be provided to protect personnel from the hazards of open pits, tanks, vats, ditches, etc.; approved floor loads must be marked on plates and securely affixed by the owner of the building.

SUBPART S- ELECTRICAL

11. 29 CFR 1910.304 Wiring design and protection: Electrical systems must meet the requirements of this section.

SUBPART D - MACHINERY AND MACHINE GUARDING

12. 29 CFR 1910.212 General requirements for all machines: All machinery must meet the requirements of the section.

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Sleepy drivers are just as dangerous as drunk drivers.

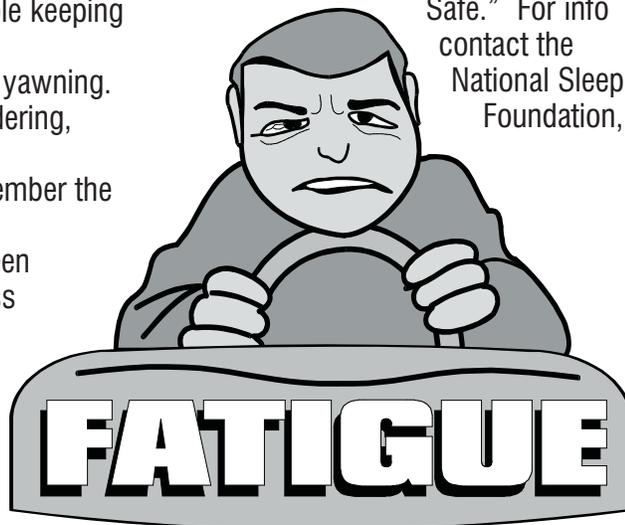
The American Automobile Association lists 7 warning signs of fatigue:

1. Your eyes close or go out of focus by themselves.
2. You have trouble keeping your head up.
3. You can't stop yawning.
4. You have wandering, distracting thoughts.
5. You don't remember the last few miles.
6. You drift between lanes, tailgate or miss traffic signs.
7. You keep jerking the car back into the lane.

If you exhibit any of these

warning signs while driving, pull off the road immediately & take a nap in a safe, well-lighted area.

The National Sleep Foundation produced a video called "Heads Up At the Wheel: Home Safe." For info contact the National Sleep Foundation,



1367 Connecticut Avenue, Suite 200, Washington, DC 20036 (202-785-2300, fax 202-785-2880).

— Extract from Navy Shore Safety Bulletin NAVSAFECEN SHORE SAFETY NEWS (NSSN) BULLETIN 06-96



The CAPP Team

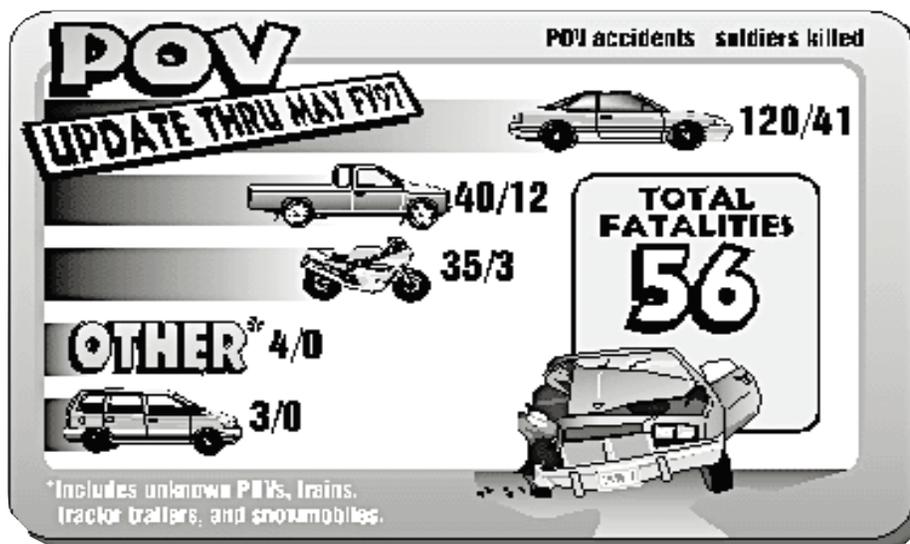
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Thomas J. Konitzer
Brigadier General, USA
Commanding



NOTICE

This issue is the last printed version of the Civilian Accident Prevention Program (CAPP) Report. The U.S. Army Safety Center web site <http://safety.army.mil> will contain future issues.

The U.S. Army Safety Center will also provide the CAPP Report electronically to installation commanders. Articles will also be published in other media such as the Installations Newsletter. ♦