

Sharing Risk-Management Ideas

It takes work to set up a good safety program, but the rewards are great. What is saved in time, training, equipment, and personnel losses more than makes up for the investment of work it takes to put a program together. Some of the units shared their programs with *Countermeasure*. These programs are excellent examples of active risk management procedures that other units can use in setting up their own risk-management programs.



The Army is currently experiencing an increase in POV fatalities/accidents, the number one killer of our soldiers. We must reverse this up-trend. It's up to each one of us to keep risk management in the forefront of everything we do—on duty and off. Let me give you a positive, good-news story: As of 15 Jul 98, on-duty ground accident fatalities are down 48 percent and 59 percent compared to last year and the three-year average, respectively. That result is due to soldier and leader involvement, adhering to the standards, and good risk management. Safety is 24 hours a day—not just while we're on base or in uniform.

—BG Burt S. Tackaberry, CG, U.S. Army Safety Center

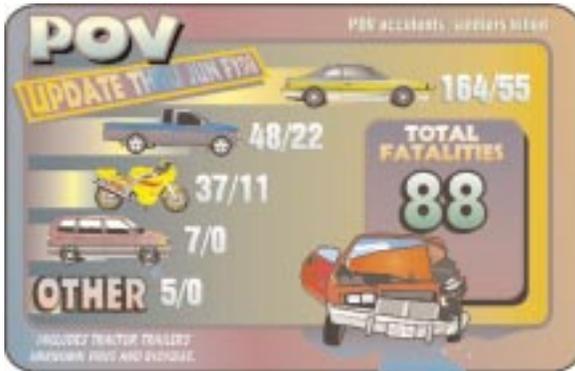
ARMY GROUND RISK-MANAGEMENT PUBLICATION
COUNTERMEASURE

**The Official Safety Magazine
 for Army Ground Risk-
 Management**

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Burt S. Tackaberry
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Director's Corner



Looking back over my first year as the Director of Army Safety, I am pleased with our safety record. It is paying huge dividends in preserving the Army's war-fighting capability. However, we must not lose sight of one thing: any accidental loss of life is unacceptable!

We cannot afford to let our guard down for a minute when it comes to risk management. We cannot continue to do the things that are injuring and killing our soldiers: trucks rolling over because drivers are not properly trained; paratroopers dying because the unit doesn't enforce the standards; soldiers crushed by tank turrets or vehicles because of a communication breakdown. We are all important members of the team and teammates do not let their buddies down.

I also want to take this opportunity to remind leaders that we are still in the "101 Critical Days of Summer" until Labor Day. Over the next month, many of us will continue to enjoy summer picnics, water sports, and long drives while on vacation.

Each year, water-related activities and privately owned vehicle (POV) accidents have taken their toll on Army soldiers and their families. To make matters worse, most of the fatalities were preventable.

During FY 97's "101 Critical Days of Summer," the Army had a total of 48 soldiers killed in ground accidents. The leading cause of accidental death was attributed to POV operations with speed, fatigue, and situational awareness being the major contributors.

We must take every precaution while operating a vehicle. First, buckle up! Seatbelts do save lives; it is a proven fact. Next, if you are attending a social function and expect to consume alcohol, appoint a designated driver. Get enough rest before taking a trip. If you begin to feel drowsy, stop and take a nap.

Have fun during the summer months and enjoy family and friends, but don't let the fun get in the way of common sense and good judgment. Take the time to recognize the hazards and assess the risks involved in whatever you do, whether on or off duty. By identifying the risks associated with the activity, you can take the appropriate actions to reduce or eliminate the risks.

You are an important part of our Army family. Take responsibility for your safety and the safety of those who depend on you. ♦

—BG Burt S. Tackaberry, Director of Army Safety

Leadership Is Key To Successful Program

It is the nature of the job that most of the stories we hear in the Safety Center are about things that go wrong: equipment getting broken, soldiers getting hurt, or worse—soldiers killed in accidents. When leaders and soldiers make the right risk-management decisions, unit readiness is increased and fellow soldiers are not injured or killed. That's why when we hear of an effective safety program in place, we want to share this information with the rest of the Army and everyone else who will listen. One in particular is the United States Army Alaska (USARAK) Privately Owned Vehicle (POV) Accident Prevention Program.

As part of the Model POV Safety Program, the United States Army Safety Center (USASC) visited Alaska to study their aggressive force protection strategy and consider it as a model for an Armywide program. The following areas were reviewed:

■ **Regulations.** Commander's Policy Memorandum 98-3, Privately Owned Vehicle (POV) Safety and USARPAC MOVE Program is in place and working. The policy shows command emphasis and is designed to assist commanders in preventing accidents and keeping soldiers safe.

■ **Statistics.** At the time of the study, Alaska had experienced no POV fatalities since 1994.

■ **Command involvement.** The 172d SIB Commander's safety philosophy and personal involvement in accident prevention are known throughout the command. His fundamental principle is that leaders must set high standards for the safe operation of POVs and motorcycles and enforce them.

It is a requirement that all company/ troop/battery commanders conduct a risk assessment of every soldier in their unit during inprocessing. Risk assessment includes soldier's self-discipline, driving experience, alcohol and/or drug abuse habits. Armed with this information, leaders identify soldiers who are high risk for accidents and direct the required countermeasure actions, i.e., defensive driver's training or formal counseling.

Numerous POV safety initiatives are in place—motorcycle/moped safety courses,

remedial driver training, and driver improvement programs. Help cards, also known as "taxi cards," are given to each soldier. This taxi card provides the soldier with the chain of command's telephone numbers for 24-hour use in case of an emergency. Taxi cards also provide the soldier an alternative to driving after drinking or while too fatigued to drive safely, and are used with no questions asked by the chain of command. The taxi card program is addressed in the new Safety Center *POV Toolbox*. All commanders and NCOs ensure the *Toolbox* is used down to platoon level to promote POV safety. The commander ensures that all NCOs are trained in safety.

Company/troop/battery commanders ensure safety briefings are conducted for all soldiers prior to each long weekend, 4-day pass, ordinary or emergency leave, or PCS. Leaders ensure soldiers are sufficiently rested prior to departure on extended leaves/passes. Commanders also ensure every soldier's vehicle is inspected for safe operation utilizing a POV Safety Inspection Checklist.

Following every fatal and serious injury POV accident, commanders conduct an assessment of the accident with the involved soldier's chain of command to determine why the accident occurred and how it could have been prevented. Preventive measures are implemented to prevent similar accidents.

■ **Family programs.** Family members are encouraged to attend newcomer briefings. Leaders encourage activities on post to keep soldiers and their families off the road. For recreational outings, soldiers are provided bus transportation to the Seward Army Resort that is two hours away.

■ **Training.** Seasonal awareness is a must! POV accident prevention activities are a mandatory part in preparing for summer and winter seasons. Every attempt is made to educate soldiers and family members regarding the seasonal driving hazards. USARAK conducts two Safety Awareness Day activities annually: one preceding the Memorial Day weekend to help soldiers, family members, and civilians prepare to cope successfully with summer hazards (vacation traveling, increased traffic,

road construction, etc.), and one preceding the Labor Day weekend to prepare for winter.

For the most part, people recognize the imminent rugged, arctic dangers of driving in winter conditions and take proper precautions. POV injury prevention efforts are heavily emphasized during holiday seasons and long/extended weekends. Motorcycle operations are restricted during the winter months because of extremely hazardous road conditions.

Safety awareness training and activities are the result of a collaborative effort with the provost marshal, occupational health, Alcohol and Drug Abuse Prevention Control Program (ADAPCP), preventive medicine, fire

department, local and state police, local vendors, CRCP administrator, and safety. All soldiers are involved in the accident prevention program and educated about the risks of speed, fatigue, and use of alcohol. The commander requires lower enlisted personnel to conduct safety briefings on a variety of topics pertinent to POV accident prevention: benefits of seatbelts and motorcycle helmets, and the hazards of excessive speed, fatigue and alcohol.

■ **Enforcement.** State DUI policy violations are posted in all establishments that serve alcohol. Local police and Alaska State Troopers join forces to create teams referred to as “Drunk Busters” during the period 15 Nov through 3 Jan and over the Memorial Day, 4th of July, and Veterans Day weekends. The Drunk Busters concentrate their efforts on keeping drunk drivers off Alaska’s roads.

The provost marshal is the proponent for traffic safety and continually works with local law enforcement and state troopers to enforce traffic laws.

The provost marshal conducts “no tolerance days,” unannounced road blocks, license checks, seatbelt checks, self-radar checks, and DUI checks. They only allow one gate to remain open during 2300-0500.

■ **Promotional items.** USARAK’s awareness programs are second to none. At least weekly, they publish a POV prevention flyer/reminder. Leaders impart to their soldiers the safe methods of operating POVs. These proven “safety tips”

include: Don’t drink and drive; don’t drive when drowsy; keep up vehicle maintenance; don’t speed; don’t drive recklessly; always wear seat and shoulder belts.

Sight impairment goggles, a tool used by commanders that allows the user to experience the effects of alcohol, were purchased to assist in reducing DUI offenses within the command.

■ **Penalties.** Alaska’s DUI ordinance is one of the strictest in the country. On the first offense, the driver loses his POV license for 90 days, fined \$250-\$5,000, and imprisoned a minimum of 72 hours to one year. The second time, he loses his POV license for a year, fined \$500-\$5,000, and imprisoned a minimum of 20 days to one year. The third time, it is a Class C felony if previously

convicted of two or more DUIs within 5 years, fined not less than \$5,000, imprisoned 120 days to one year, and possible loss of motor vehicle.

■ **Awards/Rewards.** The installation safety office has an awards program in place. Each level of command has developed an awards/rewards program that suits their needs. Some units give days off for DUI-free days and others give individual soldiers recognition for

stopping any unsafe act. The key is to recognize units/soldiers for being proactive in saving lives.

Bottom Line: USARAK’s POV accident prevention program is right on target. The command’s philosophies, “All accidents are preventable” and “Accident prevention is an inherent function of leadership” speak highly of the commander’s involvement. Designating accident prevention as a leadership function doesn’t release any individual concerned from the responsibility of striving for the greatest possible degree of safety. USARAK has a successful accident prevention program because the commanders/leaders get personally involved for the welfare of each and every soldier and enforce safety awareness, unit pride, training to standard, strong leadership, and concerned supervision — a **total team effort!** ♦

POCs: LTC Pete Simmons, Chief, Ground Systems & Accident Investigations Division, USASC, DSN 558-2926 (334-255-2926), simmonsp@safety-emh1.army.mil and Al Brown, Ground Systems Division, USASC, DSN 558-2534 (334-255-2534), brownj@safety-emh1.army.mil

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What Are YOU Doing to Promote Safety?

One Unit's Answer to DUI

How did Bravo Troop, 1st Squadron, 11th Armored Cavalry Regiment (ACR), Fort Irwin, CA, reach six years without a single driving-under-the-influence (DUI) incident? How are they maintaining that track record?

"The answer is pretty simple," says CPT Eric R. Wick, Commander, Bravo Troop, 1/11th ACR. "The soldiers are the ones enforcing the no DUI. They're doing it just out of sheer pride for their unit and for the record and what it stands for. The record has given the soldiers something to brag about. And believe me, we brag a lot. We're all proud of our accomplishment."

The Answer

✓ Think before you drink! If a soldier plans on drinking, or there is even the smallest chance that he might drink, the first thing he does is alert the designated driver on call. Secondly, he pairs up with the appointed designated driver when they go out. The buddy system works.

✓ The chain of command gets personally involved in the unit. They are available and visible; they communicate with their soldiers; and they take a personal interest in each

soldier's welfare. When a soldier is new to the unit, he is briefed by the first sergeant, who explains that the unit wants to maintain its DUI-free record. The section chief and the platoon sergeant tell him the same thing. This gets the point across that the whole unit supports the program.

✓ The leadership has helped foster this atmosphere by rewarding soldiers with DUI compensation days or training holidays each quarter. A DUI streamer was awarded for 1830 days and the soldiers were exempt from duty on 12 February 1998 (six years DUI-free).

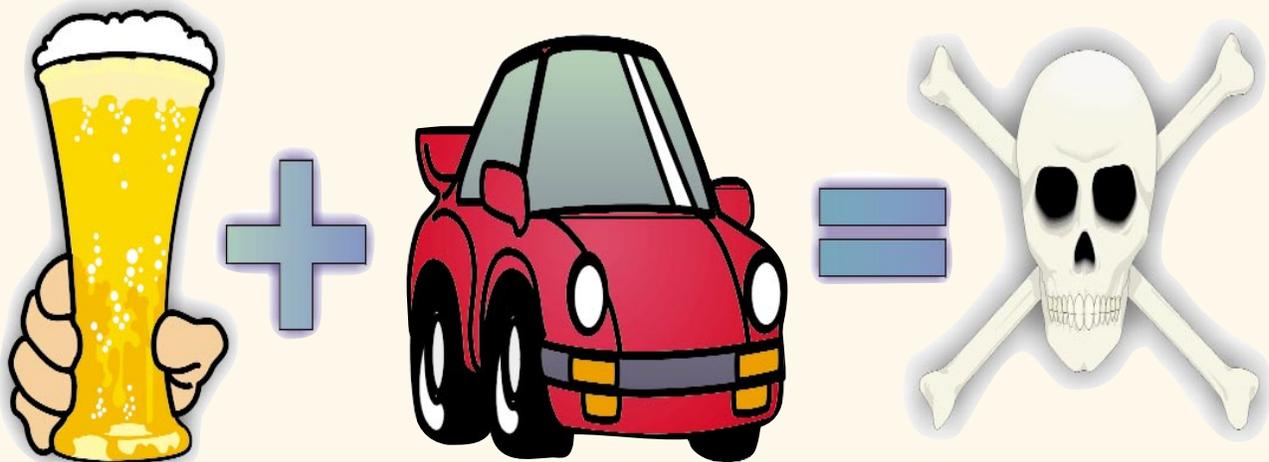
✓ Safety briefs are given at the end of every month and usually the soldier of the month takes charge of the formation and conducts the brief.

✓ The higher command elements, to include the Post Commander, have recognized the unit's success and this helps keep the spirit alive in the troopers.

Bottom Line

A caring command climate and soldier pride are key in the success of any program. ♦

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The Air Force's Newest Weapon—ORM

The Air Force is happy to share a very important and successful risk management program.

Their newest weapon, Operational Risk Management (ORM), provides the tools to help identify and control risks. The end result is mission accomplishment with minimal risk.

Recent reports show motorcycle accidents are increasing throughout the Air Force compared to last year according to Air Combat Command (ACC) safety officials.



SAFETY

“There have been nine deaths this fiscal year versus seven last year. The ACC units have reported three fatalities and a permanent-partial disability in motorcycle accidents this fiscal year,” said Frank Altamura, ACC Ground Safety Branch programs chief. “Another 16 motorcycle accidents have been reported that resulted in injuries serious enough for people to lose time at work.”

General Michael E. Ryan, Air Force Chief of Staff, said in a message sent to all major commands, “Every commander and supervisor must emphasize the special awareness required for safe motorcycling, by both motorcycle riders and automobile drivers sharing the road. The high risk of operating a motorcycle recklessly should be given special emphasis. Motorcycle riders must operate their vehicles responsibly and automobile drivers must remain alert to motorcyclists.”

Operational Risk Management can help motorcyclists enjoy the summer months on the busy highways.

Motorcycle ORM guidance for commanders and supervisors:

- Identify untrained motorcyclists arriving to the base.
- Identify people who ride as a sport or means of transportation.
- Identify the hazards and assess the risks that confront motorcyclists, such as experience, weather and traffic

Editor's Note: This story is courtesy of ACC News Service & MSgt Mike Foldhazi, Superintendent, 15AF Safety Division, mike.foldhazi@travis.af.mil

conditions; and implement control measures such as offering the required motorcycle safety training.

- During inprocessing briefings, ensure the motorcycle course is made known and the local conditions are explained to newcomers.
- Ensure that motorcyclists have received training, that there are enough instructors available to do the training, and that the instructors are given the time needed to teach the Motorcycle Safety Course.

“Once the hazards are identified, assessed and control measures implemented, the rest of the ORM

process of supervising and reviewing can be easily undertaken,” said Altamura.

The command safety office

recommends the following control measures:

- Limit travel until gaining the appropriate experience for the different traffic conditions.
- Use personal protective equipment when riding.
- Limit the size of the

The Air Force ORM 6-step Process

- Identify hazards
- Assess risks
- Analyze risk control measures
- Make control decisions
- Implement risk controls
- Supervise and review

motorcycle to one you can handle. ♦

POC: Frank A. Altamura, Chief, HQ ACC/SEG Programs, Langley AFB, VA 23665-2700, DSN 574-8815 (757-726-8815), frank.altamura@langley.af.mil

Motorcycle Army Regulation Reminder

AR 385-55 makes it clear that all soldiers and civilians working on Army installations have no choice to make about motorcycle or moped safety. According to Army regulations, the following is mandatory and must be enforced:

- Drivers will satisfactorily complete an Army motorcycle safety course.
- Headlights must be on at all times.
- Two rearview mirrors are required, one on each side.
- Riders will not use headphones or earphones while driving.
- Riders will wear an approved and properly fastened helmet. The helmet will meet Department of Transportation (DOT) construction standards.
- Riders will wear proper protective

equipment. This includes eye protection such as clear goggles or a face shield attached to the helmet (a windshield or fairing is not eye protection). Riders will also wear full-fingered gloves, long trousers, long-sleeved shirts or jackets, high-visibility garments (bright colored for day, reflective for night), and leather boots or over-the-ankle shoes.

Soldiers must comply with these requirements at all times, on or off duty, on or off post; civilians will comply with the regulation while on post or while on government business on or off the installation. The regulation covers government-owned motorcycles and mopeds as well as privately owned ones. ♦

POC: Al Brown, Ground Systems Division, USASC, DSN 558-2534 (334-255-2534), brownj@safety-emh1.army.mil

Food Service Safety

M-2A Burner

During my training and assistance visits on individual drill training (IDT) weekends and during annual training events, I often hear comments to the effect that M-2A burners are not safe to operate. Nothing could be further from the truth in my opinion, and here's why.

If good solid maintenance, cleaning and required tests are performed before, during and after field exercises where these burners are used, they are as safe and reliable as any equipment in the Army's inventory.

When it comes to M-2A burners, I've found that the most often-neglected item is the safety valve device. This device requires quarterly testing IAW TM 10-7360-204-13P with changes. It is

extremely important that this safety valve device functions properly. It is this device that will keep the M-2A burner from exploding if pressure builds beyond 60 pounds per square inch (psi). The safety valve device's design function is to release and regulate internal pressure to approximately 35 + 10 psi. The correct procedure for testing this device goes like this:

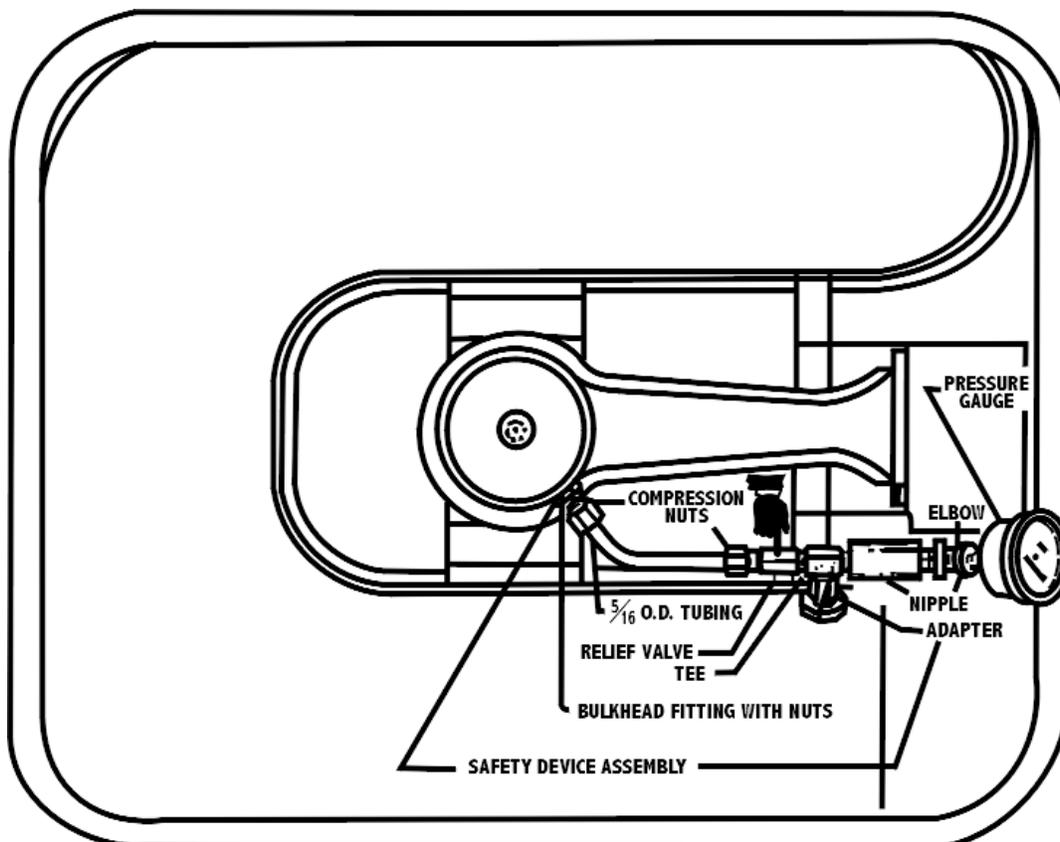
First, drain the unit's fuel tank completely. Use an air compressor to pressurize the tank manually to approximately 60 psi. At this point, the safety valve device should begin to function and tank pressure should begin to drop rapidly to about 35 + 10 psi.

If the safety valve device fails to operate properly, replace it. **Do not attempt to make adjustments on your own.**

The safety valve device installed on all M-2A burners is a critical piece of equipment. When properly maintained and tested, it could very well prevent a serious injury or even save the life of a soldier--maybe yours.

Top shields on M-2A burners are being removed and then not being

The M-2A Burner Unit



replaced when the units are being put into operation. The purpose of these shields is to reflect heat up and away from the unit's fuel tank, which in turn helps to keep excess pressure from building up. Leaders and operators should ensure that top shields are properly installed prior to lighting any M-2A burner. Replace shields when they start to discolor.

Preheaters. On more than one occasion, I've visited units in the field who have as many as 12 to 18 M-2A burners on hand, but only 2 to 3 burners are operational. When I ask what the problem is, the answer I mostly get is that the preheaters don't work and there aren't any new ones.

If you don't maintain your car as required by the manufacturer, or have someone else take care of it, sooner or later you're going to have problems. Well, the same principle applies here. Preheaters require maintenance and cleaning. Once done, they'll operate as they're intended.

In this particular instance, food service personnel were trying to prepare rations for nearly 300 soldiers. Because most of the generators they had on hand were not operational and the M-2A burners couldn't be used, the menus had to be changed and food items were dropped. Soldiers deserve better.

POC: Mr. Billie R. McLaughlin, Food Service Specialist, 120th Infantry Brigade, S-4 Section, Fort Sam Houston, TX 78234, DSN 421-0548 (210-295-0548).

Proper Marking of Water and Fuel Cans

The importance of proper marking, use, and storage in this critical area cannot be overstated. Sloppy fuel handling can lead to health, safety, and environmental problems. Water residue in fuel cans contaminates fuel and degrades equipment. Conversely, unmarked fuel cans can be mistaken as water cans and endanger soldiers.

Think about this: A soldier coming on night shift picks up a full, unmarked can and takes it into the mobile kitchen trailer thinking the can contains water. The can is really filled with fuel. Between the chances of fuel coming in contact with food products and its proximity to open flames, the disastrous possibilities boggle the mind. This scenario can be easily avoided if fuel and water cans are properly marked.

Commanders must ensure that unit SOPs and leaders at all levels are clear on the importance of maintenance and proper marking of food service equipment. High standards in terms of sanitation, safety, and food service must be trained regularly and enforced ruthlessly. **OUR OUTFIT IS IN THE FIGHT!** ♦

POC: Mr. Billie R. McLaughlin, Food Service Specialist, 120th Infantry Brigade, S-4 Section, Fort Sam Houston, TX 78234, DSN 421-0548 (210-295-0548).

From the Editor

Your response to our request for articles was great! We received an amazing variety of ideas and stories. We would like very much to publish all the articles in *Countermeasure*, but unfortunately we can't. In some cases, the text was too sketchy or we didn't have an address or phone number to respond to the writer. We do know you're out there, please contact us again. We would also like to know if you have an idea about a technical subject, equipment, or procedure that you haven't seen covered in *Countermeasure*. Send those stories to U.S. Army Safety Center, ATTN: CSSC-OG (*Countermeasure*), Fort Rucker, AL 36362-5363 or e-mail countermeasure@safety-emh1.army.mil ♦

Safety First!

Accident Investigations

How Detailed Should They Be?

An integral part of an effective accident prevention program is the investigation, reporting and analysis of accidents. Only through proper investigation can we prevent further accidents. The United States Army Safety Center (USASC) deploys teams of investigators worldwide to investigate the major Army accidents, to include all class A aviation, selected class A ground, and some class B aviation and ground accidents. The task of investigating the other accidents falls to the unit safety officer. But just how detailed should that investigation be? Normally, minor accidents are

investigated very quickly. The safety officer fills out an accident reporting form (Abbreviated Ground Accident Reporting Form - AGAR) after an initial informal talk to the driver of the vehicle or the pilot of the aircraft. The report is then sent off to the USASC and recorded in the unit accident log. Action completed. But was the accident investigated as thoroughly as it should have been? Not always. A lot of times, we miss the point and lose a large amount of information and may miss a great training opportunity. We can gloss over many problems by conducting the "quickie investigation." This came to light only recently in my unit.



Sometimes minor accidents appear to be easy to solve. Only through detailed analysis can the real cause of the accident be determined.

My unit's POL section consists of five HEMTT tankers and several enlisted fuel handlers, who conduct 24-hour refuel operations. The night shift, normally one soldier, is responsible for recirculating fuel and taking aqua-glo samples at the end of the shift. Early one Sunday morning, the young fuel specialist prepared the vehicle to recirculate the fuel. Standing outside the cab, the vehicle was started, the transmission shift lever was placed in neutral, and the power takeoff switch (PTO) was placed in the ON position. The transfer was left in the HIGH position. The fuel handler went to the rear of the truck and engaged the high idle and started the pump. The dead man's handle was pulled out, the lever depressed, and placed on the air hose connector. The fuel handler then moved to the next truck to do the same thing. Out of the corner of his eye, the fuel handler saw the first truck move. The fuel handler turned and raced towards the cab to stop it, but was too late. The vehicle accelerated rearward backing over a 6-inch high parking curb and finally came to rest in a ditch--10 feet deep and 50 feet behind the vehicle parking spot. The fuel handler notified unit operations center personnel who activated the pre-accident plan.

Arriving on the scene, it looked more serious than it was. We were prepared to conduct a Class C (more than \$10,000 in damages) accident investigation. As it turned out, there was no fuel spilled, no injuries, and only \$1,150.47 in damage to the vehicle. Due to the minor damage to the vehicle, the accident did not meet reporting criteria to the U.S. Army Safety Center, but it was reported to the local safety office and thoroughly investigated.

Pictures were taken of the vehicle and then it was recovered from the ditch. It was then thoroughly inspected by a support maintenance unit. Interviews were conducted with the motor officer, the motor sergeant, the motor pool shop foreman, the vehicle mechanic, the driver, the POL section sergeant, and several other people. Training, personnel, medical, and vehicle maintenance records were reviewed. A weather statement was also prepared. The database at the USASC was queried to see if there were any inherent problems with the HEMTT transmission, but the results were negative.

After completing the fact-finding portion of the investigation, I analyzed the discovered facts and determined there were no environmental or materiel factors that contributed or caused this accident. Only human errors. This is what was found:

- A problem had been found with the

transmission on the annual service conducted seven months before the accident but had not been corrected. The service report stated, "Transmission will not engage in drive unless shifter is between drive and third gear."

- Two months before the accident, a neutral safety switch had failed and was by-passed so the pump could be used for refueling, defueling and fuel recirculation operations. The pump, operated with the vehicle engine at high RPM, would now run when the vehicle was in drive, neutral or reverse. The pump should only be able to operate with the vehicle transmission in neutral.

- The transmission began slipping in and out of gear a month before the accident, but was not documented on the DA Form 5988-E during motor stables.

- Five days before the accident, another night shift operator had a problem with the transmission slipping in and out of gear. The following morning, the vehicle was taken to the motor pool where the deficiency was documented on the DA Form 5988-E. The deficiency was signed off on the DA Form 5988-E as being corrected, when in fact it had not been fixed, so the vehicle could be dispatched.

- The vehicle was dispatched with a known deadlining deficiency and was driven back to the flight line and put back into operation.

- The operator did not know he should have placed the transfer in the neutral position when parking the vehicle. If the transfer had been in neutral when the transmission slipped into reverse, the vehicle would not have moved.

This accident was very minor, but the potential for a fatal and costly mishap was there. One can only imagine what the cost in lives and dollars could have been if the vehicle had been used during refueling of one of the unit's RC-12 aircraft that are parked in hard shelters (igloos). The fuel truck is backed in and parked in front of the wing where the fuel tanks are located. Additionally, had this accident not been thoroughly investigated as it had, this accident was bound to happen again, but with the potential for a catastrophic outcome.

So when your unit has a seemingly minor accident, don't be so fast in treating the accident form as just another piece of paper that is required to be filled out and filed away. Take a hard look at the accident, you'll be surprised at what you may find. ♦

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“Think!”

If you were asked to come up with a one-word definition for safety, or one-word key to achieving it – what would your reply be? Would you suggest “alertness,” meaning always being ready for the unexpected? Would your vote be for “skill” – being especially adept? Would you define safety as “experience,” suggesting that the veteran never gets hurt?

Perhaps you would settle on “cooperation” as the key to safety, meaning that it requires us to exercise patience and get along with our fellow worker. Or, after due deliberation, might you finally define safety by using the single word – **“think?”**

Certainly alertness, skill, experience, and cooperation are all associated with safety and contribute to it, but since they in turn require thought, they must be regarded as secondary characteristics.

I read an article a few years ago about a prominent business executive who constantly urged his staff to **“THINK!”** He had **“THINK!”** signs posted everywhere and virtually made it the company slogan. Within a few years, he turned the safety program completely around into one of the best in the corporate sector.

This word alone can lead to success in reducing accidents and injuries for us all. It has been said that about 90 percent of all accidents can be attributed to unsafe acts on the part of the worker, and failure to think before acting is the cause of practically all accidents in this category. For example:

■ A carpenter removes the guard from a table saw for the purpose of expediency and an injury results. The carpenter didn’t think about the original purpose of the guard, and therefore suffered the unfortunate consequences.

■ A machinist, again for the sake of saving time, fails to don safety glasses for a project that will “only take a minute.” Again, injury results because of the operator’s failure to think of the possible negative results.

These are two of the thousands of work-related injuries that happen every year that could have been prevented. Let me try to explain my point. I am not saying that everyone who gets hurt didn’t think about what they were doing or blatantly disregard the safety procedures. Most workers want to follow all safety rules because it affects their safety and health. But we have all been rushed for time to complete a project or thought that it will “only take a minute,” and not take that extra step to protect ourselves or those around us. I certainly have, and I am the safety guy. Most times, accidents can be avoided if we discipline ourselves to think carefully about the consequences before acting. Let’s all take the extra time to **“THINK”** before we act. Remember when we **THINK** safety, we act safely. ♦

POC: SSgt Chris Davis, Wing Safety, 375 AW/SEG, Scott Air Force Base, IL, davisc@wing.scott.af.mil; courtesy of MSgt Mike Foldhazi, Travis AFB, CA

Oops!

How many of you caught the errors on the June cover? We missed them too. The M1 tank on the cover shows the vehicle, apparently moving tactically, with two crewmen above “nametag defilade” and with the driver’s hatch open. Both situations violate current safety directives. All combat vehicle crewmen must remain no higher than “nametag defilade” to be able to drop down inside in case of a rollover. The Safety of Use Message (SOUM) 96-08 on the Abrams tank states that the driver’s hatch must be closed before any powered movement of the turret. *Countermeasure* regrets the mistake. ♦