



DEPARTMENT OF THE ARMY  
ASSISTANT SECRETARY OF THE ARMY  
INSTALLATIONS AND ENVIRONMENT  
110 ARMY PENTAGON  
WASHINGTON DC 20310-0110

JAN 28 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Safety and Occupational Health Strategic Plan – Request for Coordination

I request your review and coordination on the enclosed Army Safety and Occupational Health Strategic Plan not later than March 15, 2005. This plan is designed to communicate the Army Leadership's commitment to the safety and health of our Soldiers and their families and Department of the Army civilians and contractors and to reducing preventable accidents and to provide a single, integrated framework for the Army safety and occupational health mission, vision, goals, and objectives. It supports the Secretary of Defense's near- and mid-term goals of reducing accidents by 50% (from FY 02 baseline) by the end of FY 05 and by 75% by the end of FY 08. Likewise it provides near-, mid- and long-term strategy for implementing the Secretary of the Army and the Chief of Staff of the Army's Safety Campaign Plan.

This strategic plan was developed in coordination with the Army Safety Coordinating Panel Council of Colonels and with Army occupational health proponents and integrates the strategic direction of these communities. The plan is not an end in itself but provides the vision and the path forward for managing safety and occupational health in the Army and preventing injuries and occupational illnesses. Upon approval of the plan we will work with functional proponents to develop action plans to achieve the Army's safety and occupational health objectives and goals. Your support in this approach will reap real and direct benefits to the Army by saving lives, reducing injury, illness, and suffering, and enhancing readiness, retention, well-being, and morale.

Please find enclosed a coordination sheet provided for your convenience. We request that you email or fax your concurrence on the coordination sheet, along with any comments you may have using DA Form 2028, to Mr. Jim Patton, my Assistant for Safety, at [james.patton@hqda.army.mil](mailto:james.patton@hqda.army.mil), or 703-614-5822 (fax). If you have any questions you may contact Mr. Patton at 703-697-31238464, or Mr. Hew Wolfe, my Assistant for Occupational Health, at 703-695-7825.

A handwritten signature in black ink, appearing to read "Geoffrey G. Prosch".

Geoffrey G. Prosch  
Principal Deputy Assistant Secretary of the Army  
Installations and Environment

Enclosures

DISTRIBUTION:

Assistant Secretary of the Army (Acquisition, Logistics & Technology)  
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    U.S. Army Forces Command  
    U.S. Army Materiel Command  
    U.S. Army Training and Doctrine Command  
    U.S. Army Corps of Engineers  
    U.S. Army Medical Command  
    U.S. Army Pacific Command  
    U.S. Army Space and Missile Defense Command  
    U.S. Army Special Operations Command  
    Eighth U.S. Army  
    Military Traffic Management Command

**ARMY COORDINATION SHEET**

SUBJECT: Army Safety and Occupational Health Strategic Plan – Request for Coordination

After completion, please forward this coordination sheet plus any comments to Mr. Jim Patton, SAIE-ESOH, at [james.patton@hqda.army.mil](mailto:james.patton@hqda.army.mil), fax (703)614-5822, phone (703)697-3123 (Pentagon Room 3D453).

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**ARMY COORDINATION SHEET (Continued)**

SUBJECT: Army Safety and Occupational Health Strategic Plan – Request for Coordination

After completion, please forward this coordination sheet plus any comments to Mr. Jim Patton, SAIE-ESOH, at [james.patton@hqda.army.mil](mailto:james.patton@hqda.army.mil), fax (703)614-5822, phone (703)697-3123 (Pentagon Room 3D453).

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<b>RECOMMENDED CHANGES TO PUBLICATIONS AND BLANK FORMS</b>						Use Part II ( <i>reverse</i> ) for Repair Parts and Special Tool Lists (RPSTL) and Supply Catalogs/Supply Manuals (SC/SM).	DATE
For use of this form, see AR 25-30; the proponent agency is OAASA							
<b>TO:</b> ( <i>Forward to proponent of publication or form</i> ) ( <i>Include ZIP Code</i> )				<b>FROM:</b> ( <i>Activity and location</i> ) ( <i>Include ZIP Code</i> )			
<b>PART I - ALL PUBLICATIONS (EXCEPT RPSTL AND SC/SM) AND BLANK FORMS</b>							
PUBLICATION/FORM NUMBER						DATE	TITLE
ITEM	PAGE	PARA-	LINE	FIGURE NO.	TABLE	RECOMMENDED CHANGES AND REASON	
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<b>TO:</b> <i>(Forward direct to addressee listed in publication)</i>	<b>FROM:</b> <i>(Activity and location) (Include ZIP Code)</i>	<b>DATE</b>
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**PART II - REPAIR PARTS AND SPECIAL TOOL LISTS AND SUPPLY CATALOGS/SUPPLY MANUALS**

PUBLICATION NUMBER			DATE	TITLE				
PAGE NO.	COLM NO.	LINE NO.	NATIONAL STOCK NUMBER	REFERENCE NO.	FIGURE NO.	ITEM NO.	TOTAL NO. OF MAJOR ITEMS SUPPORTED	RECOMMENDED ACTION

**PART III - REMARKS** *(Any general remarks or recommendations, or suggestions for improvement of publications and blank forms. Additional blank sheets may be used if more space is needed.)*

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The Army made much progress in reducing accidental deaths, occupational injuries and illnesses, and equipment losses throughout the 1990s. With the exception of aviation accidents, all accident and occupational injury and illness statistics were on a downward trend. However, during the past three years accidents and occupational injury and illness have increased. Soldier accidental fatalities increased from an average of 167 per year in fiscal years 1997–2001 to 267 in fiscal year 2004. Army Class A flight accident rates have increased more than four-fold since fiscal year 2001. The cost of serious accidents is estimated at \$2 billion dollars per year: the impacts of serious accidents on unit and individual readiness, morale, retention, and well-being are not so easily quantified.

The Secretary of Defense, concerned over the impact of increasing accident rates across the Department of Defense, set goals to reduce accident rates by 75% by the end of FY 08 (using FY 02 as the baseline). We share the Secretary’s concern and are publishing the Army Safety and Occupational Health Strategic Plan to outline the Army vision, goals, and objectives for increasing operational and workplace safety and health and reducing accidents, as well as to provide strategic planning and direction for the Army safety and occupational health programs.

The Army Safety Strategic Plan, published in 2001, and the Army Industrial Hygiene Program Strategy, published in 1998, were developed to communicate the Army vision and goals for safety and occupational health and to provide a basis for action plans to provide safe and healthful operations, equipment, and work environments and to reduce injuries and occupational illnesses. The 2005 Army Safety and Occupational Health Strategic Plan integrates these earlier plans and continues to function as a means for communicating the Army vision and goals for safety and occupational health and providing a basis for safety and occupational health action plans. Yet this plan also serves to focus our safety, occupational health, and risk management efforts to accomplishing the Secretary of Defense’s accident reduction goals and to support the Army vision, transformation, and the Senior Leadership’s immediate focus areas. We expect commanders to lead in these efforts, and we expect Soldiers and Army civilians to integrate safety and occupational health and risk management into every operation for which they plan, train, and execute. Progress towards achieving the goals and objectives of the Army Safety and Occupational Health Strategic Plan will be tracked and reported to the Army Leadership on a periodic basis.

We are committed to the safety of our Soldiers and civilians and are confident that the actions outlined in this plan will reduce accidents and improve readiness, force stability, and well-being.

Peter J. Schoomaker  
General, United States Army  
Chief of Staff

Francis J. Harvey  
Secretary of the Army

## Purposes

The purposes of the Army Safety and Occupational Health Strategic Plan are to –

- Communicate the Army Leadership’s commitment to the safety and health of our Soldiers, civilians and contractors and to the Secretary of Defense’s efforts to reduce preventable accidents.
- Provide a single, integrated framework for the Army safety and occupational health mission, vision, goals, and objectives.
- Emphasize risk management in support of the Army vision, mission, immediate focus areas, and the Secretary of Defense’s accident reduction challenge.

## Principles

The Army has adopted the following principles as the foundation for the Army safety and occupational health programs and to guide in the execution of the Army Safety and Occupational Health Strategic Plan.

- Army safety and occupational health plans, directives, and resources will support the Army mission and vision and the Chief of Staff Army’s immediate focus areas.
- Accidents and occupational injuries and illnesses are unacceptable impediments to Army missions, readiness, well-being, and morale.
- Leaders, supervisors, Soldiers, and employees are responsible, and accountable, for taking actions necessary to provide safe and healthful workplaces, equipment, and operations.
- Decision makers at every level will employ the Army risk management process to avoid unacceptable residual risk to missions, personnel, equipment, and the environment.
- The acquisition of equipment, facilities, and materials will employ system safety engineering and management, health hazard assessments, and human factors engineering to optimize safety and health throughout the life cycle.
- Safety, occupational health and risk management processes will be integrated into Army planning, doctrine, operations, and training.
- The Army Safety and Occupational Health Strategic Plan and generated action plans and metrics will be used to determine resource requirements for safety and occupational health aspects of Army programs.
- Army safety, occupational health, and risk management initiatives will be developed/coordinated with Department of Defense Services and Agencies to provide joint capability and to leverage safety and occupational health resources across the Department.

## 1 Responsibilities

2 Responsibilities for execution of the Army Safety and Occupational Health Strategic Plan are  
3 as follows (see AR 385-10 and AR 40-5 for more detailed Army safety and occupational  
4 health program responsibilities):

- 5 • The Secretary of the Army and Chief of Staff, Army lead the Army safety and  
6 occupational health programs.
- 7 • The Assistant Secretary of the Army (Installations and Environment) (ASA (I&E))  
8 provides safety and occupational health and risk management policy, direction, and  
9 oversight for the Secretary of Army and Chief of Staff, Army.
- 10 • The Deputy Assistant Secretary of the Army (Environment, Safety and Occupational  
11 Health), as the Army Secretariat's proponent for safety and occupational health,  
12 advises the ASA(I&E) on safety and occupational health matters and establishes and  
13 oversees execution of the Army Safety and Occupational Health Strategic Plan.
- 14 • The Director of Army Safety is the advisor to the Chief of Staff, Army, on safety  
15 issues, supports the Secretary of the Army and the Chief of Staff, Army, on safety  
16 issues, oversees execution of the Army safety program, synchronizes risk  
17 management integration efforts across the Army, and serves as the risk  
18 management advocate to the senior Army leadership.
- 19 • The Army Surgeon General is the advisor to the Chief of Staff, Army on occupational  
20 health issues and supports the Secretary of the Army and the Chief of Staff, Army on  
21 occupational health issues.
- 22 • HQDA Principal Officials, as functional proponents, provide safety and occupational  
23 health leadership and ensure risk management integration within their areas of  
24 responsibility to direct, acquire, and resource the force.
- 25 • Integrating Agents, defined as Headquarters Department of the Army (HQDA)  
26 Principal Officials and Major Command (MACOM) commanders, develop and  
27 implement plans to integrate risk management into their functional areas and to  
28 support the Army Safety and Occupational Health Strategic Plan. In addition,  
29 Commanders of the Training and Doctrine Command (TRADOC), Forces Command  
30 (FORSCOM), and Army Materiel Command (AMC), and the Assistant Chief of Staff for  
31 Installation Management (ACSIM) through the Director of the Installation  
32 Management Agency (IMA) are specially designated to coordinate activities across  
33 the Army to integrate safety and occupational health and risk management into  
34 programs to develop, project, sustain, and garrison the force, respectively.
- 35 • The Army Safety Coordinating Panel facilitates coordination and communication  
36 between the Army Staff and Major Army Commands regarding safety, occupational  
37 health and risk management integration and oversees Army safety and occupational  
38 health and risk management initiatives and performance.

## 40 Army Vision and Mission Statements

41 **The Army Vision:** A more relevant and ready campaign-quality Army with a Joint  
42 and Expeditionary Mindset

1       **The Army Mission:** To provide necessary forces and capabilities to the Combatant  
2       Commanders in support of the National Security and Defense Strategies.

3       **Army Safety and Occupational Health Vision and Mission**  
4       **Statements**

5       **The Army Safety and Occupational Health Vision Statement:** A culture where  
6       safety and occupational health and risk management are enablers of Army  
7       relevance, readiness, and quality of life.

8       **The Army Safety and Occupational Health Mission:** Improve operational and  
9       workplace safety and health to preserve warfighting capability, maximize readiness,  
10      morale, and well-being, promote risk management as a life skill, and minimize injury  
11      and illness of Army personnel and loss of equipment.

12      **Army Safety and Occupational Health Goals**

13      The six goals below are a foundation for a culture where safety and occupational health and  
14      risk management are enablers of Army relevance, readiness, and quality of life. These  
15      institutional goals are designed to promote Army safety and occupational health program  
16      successes; support Transformation and the Chief of Staff's immediate focus areas; improve  
17      combat readiness and effectiveness; improve morale and well-being; and enable the Army  
18      to meet the Secretary of Defense's directive to reduce accidents by 75% by the end of fiscal  
19      year 2008.

20  
21      Goal #1: Provide safe and healthful places for Soldiers and civilians to work and our  
22      Soldiers and their families to live.

23      Goal #2: Ensure leaders at all levels embrace safety, occupational health and risk  
24      management.

25      Goal #3: Integrate safety, occupational health and risk management into training, doctrine,  
26      policy, operations, and procedures.

27      Goal #4: Design, acquire, and maintain equipment that does not present safety and health  
28      risks.

29      Goal #5: Ensure clear understanding at all levels within the Army of safety, occupational  
30      health and risk management roles and responsibilities.

31      Goal #6: Invest adequate resources to ensure a safe and healthy workplace throughout the  
32      Army.

33

## Army Safety and Occupational Health Objectives and Action Plans

The following objectives have been developed to support accomplishment of the six Army safety and occupational health goals. Each objective has one or more designated MACOM or HQDA Staff Directorate as a proponent. Proponents are responsible for developing and managing execution of action plans for accomplishing the objective with assistance from other HQDA Staff Directorates, Field Operating Agencies, and MACOMs as necessary. Action plans will list specific requirements, tasks, responsibilities, resources, metrics (as appropriate), and milestones for accomplishment of the objective and will be approved by the Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health. Action plans must be specific, relevant, achievable, and measurable. Proponents will brief progress on action plans as requested by Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health.

### **Goal 1: Provide safe and healthful places for Soldiers and civilians to work and our Soldiers and their families to live.**

Objective 1.1: Ensure workplace and community safety and occupational health surveys are conducted, hazards identified and quantified, risk assessment codes assigned, and hazards abated.

*Proponents: Installation Management Agency, Army Material Command, US Army Corps of Engineers, US Army Medical Command, US Army Reserves, and Army National Guard (in accordance with installation management responsibilities)*

Objective 1.2: Integrate safety, occupational health and risk management in forward basing design and operations.

*Proponent: U.S. Army Forces Command*

Objective 1.3: Implement Facilities System Safety Program.

*Proponents: U.S. Army Corps of Engineers, The Surgeon General/U.S. Army Medical Command (for Defense Health Program funded facilities)*

Objective 1.4: Ensure that hazard abatement costs, prioritized by risk assessment codes, are factored into: Operations and Maintenance, Army; Operations and Maintenance, Army Reserve; Operations and Maintenance, Army National Guard; Operations and Maintenance, Defense Health Program; and Civil Works funding.

*Proponents: Installation Management Agency, Office of the Chief, Army Reserve, U.S. Army Reserve Command, Army National Guard, The Surgeon General/U.S. Army Medical Command (in accordance with installation management responsibilities)*

1 **Goal #2: Leaders at all levels "own" safety, occupational health and risk**  
2 **management.**

3 Objective 2.1: Implement a safety and occupational health information collection system to  
4 track leading and lagging safety and occupational health performance indicators to provide  
5 Army leadership with more complete and timely accident, injury and illness data, to  
6 heighten visibility of accidents and associated costs, and to share hazard information,  
7 safety- and health-related After Action Reports, and lessons learned.

8 *Proponent: Assistant Secretary of the Army, Installations and Environment*  
9

10 Objective 2.2: Develop, brief, and implement a risk communication plan at all levels to  
11 engage leaders and increase safety and occupational health awareness.

12 *Proponents: Director of Army Safety; The Surgeon General*  
13

14 Objective 2.3: Conduct annual risk assessment throughout the chain of command to  
15 identify high-risk loss potentials and to target prevention measures; pass to subordinate  
16 commands to communicate higher-headquarter safety concerns and priorities.

17 *Proponents: Director of Army Safety; The Surgeon General*  
18

19 Objective 2.4: Develop and deliver a "Non-Commissioned Officers Campaign" to increase  
20 non-commissioned officer awareness of their risk management responsibilities and increase  
21 non-commissioned officer involvement in the Army risk management process.

22 *Proponent: Director of Army Safety*  
23  
24

25 **Goal #3: Integrate safety and occupational health and risk management into**  
26 **doctrine, policy, training, operations, and procedures.**

27 Objective 3.1: Provide clear, effective Army risk management doctrine.

28 *Proponent: US Army Training and Doctrine Command*  
29

30 Objective 3.2: Develop process to ensure integration of safety and occupational health and  
31 risk management in all evolving policy, regulations, standards, manuals, strategic concepts,  
32 plans, requirements, standard operating orders, and operations orders to ensure safety and  
33 occupational health is a consideration in Army policy, plans, and requirements.

34 *Proponents: Director of Army Safety; The Surgeon General*  
35

36 Objective 3.3: Develop and implement requirement and mechanism for installation and  
37 mission commanders to conduct safety and occupational health program self-assessments  
38 to gauge program effectiveness, identify program successes, and assess adequacy of safety  
39 and occupational health policy.

40 *Proponent: Assistant Secretary of the Army, Installations and Environment*  
41  
42

43 Objective 3.4: Develop and maintain an on-going program for periodic gap analysis of the  
44 Army risk management integration effort; develop and implement measures as needed to  
45 improve risk management integration.

46 *Proponent: US Army Training and Doctrine Command*

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Objective 3.5: Develop an automated risk management tool, accessible by all Commanders and leaders, to provide means of integrating risk management in operational Army. Provide for this tool to be used in a joint operating environment.

*Proponents: Director of Army Safety; The Surgeon General*

Objective 3.6: Integrate safety and occupational health principles and risk management techniques into Army, Joint, and Multinational doctrine, training, education, procedures and operational concepts.

*Proponents: US Army Training and Doctrine Command; The Surgeon General*

Objective 3.7: Develop and sustain risk management strategies (for example, behavior-based techniques) to instill effective risk management as a life skill in continuously changing soldier culture.

*Proponents: US Army Safety Center; US Center for Health Promotion and Preventive Medicine*

Objective 3.8: Coordinate Army safety and occupational health plans, programs, and initiatives with Office of the Secretary of Defense, the Joint Staff, Navy, Air Force, and Marine Corps to promote identify and employ safety and occupational health best practices.

*Proponent: Assistant Secretary of the Army, Installations and Environment*

**Goal #4: Design, acquire, and maintain equipment that does not present safety and health risks.**

Objective 4.1: Update Army acquisition safety and health policy and procedures to parallel Department of Defense acquisition safety and health policy, to address streamlined acquisition, and to better support system users, program managers, and decision makers.

*Proponents: Assistant Secretary of the Army, Acquisition, Logistics, and Technology; Assistant Secretary of the Army, Installations and Environment*

Objective 4.2: Support Department of Defense improvements in acquisition safety and health.

*Proponents: Assistant Secretary of the Army, Acquisition, Logistics, and Technology; Assistant Secretary of the Army, Installations and Environment*

Objective 4.3: Create and maintain a virtual safety and health hazards lessons learned data warehouse for collecting and disseminating information to system users, program managers, and decision makers.

*Proponent: Assistant Secretary of the Army, Installations and Environment*

**Goal #5: Ensure clear understanding at all levels within the Army of safety, occupational health and risk management roles and responsibilities.**

Objective 5.1: Develop and provide training to military and civilian personnel on safety and occupational health rights, roles, and responsibilities.

*Proponent: US Army Training and Doctrine Command; US Army Medical Command*

Objective 5.2: Institutionalize risk management and safety and occupational health awareness into leader development education and training.

*Proponent: US Army Training and Doctrine Command*

Objective 5.3: Ensure risk management is understood at all operational levels.

*Proponent: US Army Training and Doctrine Command*

Objective 5.4: Develop campaign to continually stress the correlation between occupational injury and illness prevention and readiness, retention, well-being, combat effectiveness, and morale, the impacts of occupational injuries and illnesses, and to continually reinforce accountability and responsibility for accident, injury and illness prevention and risk management implementation and execution.

*Proponents: Director of Army Safety; The Surgeon General*

**Goal #6: Plan, program, budget and execute adequate resources to ensure a safe and healthy Army.**

Objective 6.1: Identify and validate safety and occupational health program resource requirements model to communicate program requirements to commanders.

*Proponent: Assistant Secretary of the Army, Installations and Environment*

Objective 6.2: Develop investment strategies and a safety and occupational health cost allocations model to maximize return on investment.

*Proponent: Assistant Secretary of the Army, Installations and Environment*

Objective 6.3: Establish a Management Decision Package to allocate and track safety and occupational health resources.

*Proponent: Assistant Secretary of the Army, Installations and Environment*

Objective 6.4: Resource, implement and sustain MACOM and Agency safety and occupational health programs and initiatives.

*Proponents: MACOMs, ARSTAF*

## Appendix: Army Safety Coordinating Panel Charter

1 **1. Name of Committee:** Safety Coordinating Panel.

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3  
4 **2. Date Established:** 1 October 2003.

5 **3. Date to be Terminated:** 30 September 2006.

6 **4. Category and Type of Committee:** Departmental.

7 **5. Mission or Purpose:** The Safety Coordinating Panel (SCP) oversees Army safety  
8 strategic planning, initiatives, performance, and safety and risk management integration  
9 in the Army's Transformation. The functions of the panel are to:

10 a. Identify opportunities for integrating safety and risk management in synchronization  
11 with Army Transformation.

12 b. Oversee and assist in coordination of action plans that support the Army Safety  
13 goals and objectives.

14 c. Assess progress of actions specified in action plans that support the Army Safety  
15 goals and objectives and provide updates to the Army Leadership.

16 **6. Direction and Control:** The SCP will be co-chaired by the Director of the Army  
17 Staff and the Deputy Assistant Secretary of Army (Environment, Safety and  
18 Occupational Health). The SCP will report through the Vice Chief of Staff, Army, to the  
19 Chief of Staff, Army and through the Under Secretary of the Army to the Secretary of  
20 the Army  
21

22 **7. Authority:**

23 a. AR 385-10, The Army Safety Program, 29 February 2000.

24 b. AR 15-1, Committee Management, 27 November 1992.

25 **8. Composition and Operation:**

26 a. The Safety Coordinating Panel will be comprised of the following individuals.

27 1) Director of the Army Staff, co-chair.

28 2) Deputy Assistant Secretary of the Army (Environment, Safety and  
29 Occupational Health), co-chair.

- 1 3) Deputy for Systems Management and Horizontal Technology Integration,  
2 Office of the Assistant Secretary of the Army, (Acquisition, Logistics and  
3 Technology).
- 4 4) CIO/G-6.
- 5 5) Chief of Public Affairs.
- 6 6) Sergeant Major of the Army
- 7 7) Chief of Staff, U.S. Army Test and Evaluation Command.
- 8 8) Director of Army Safety.
- 9 9) Assistant Deputy Chief of Staff, Army G1.
- 10 10) Assistant Deputy Chief of Staff, Army G3.
- 11 11) Assistant Deputy Chief of Staff, Army G4.
- 12 12) Director of Program Analysis and Evaluation, Army G8.
- 13 13) Deputy Surgeon General/Chief of Staff, U.S. Army Medical Command.
- 14 14) Judge Advocate General
- 15 15) Vice Chief, Army National Guard.
- 16 16) Assistant Chief of Staff for Installations Management.
- 17 17) Deputy Chief of Staff for Personnel and Installation Management, Forces  
18 Command.
- 19 18) Deputy Chief, Army Reserve.
- 20 19) Deputy Chief of Staff for Personnel and Installation Management, U.S. Army  
21 Europe.
- 22 20) Chief of Staff, Eighth U.S. Army.
- 23 21) Chief of Staff, U.S. Army Training and Doctrine Command.
- 24 22) Chief of Staff, U.S. Army Materiel Command.
- 25 23) Deputy Chief of Staff for Personnel, U.S. Army Pacific.

1 24) Deputy Chief of Staff for Personnel, U.S. Army Special Operations  
2 Command.

3 25) Deputy Commander, U.S. Army Corps of Engineers.

4 b. The Safety Coordinating Panel will meet twice a year or as called by the co-  
5 chairs. Issues requiring a decision will be presented and the panel will make  
6 recommendations to the co-chairs for decision. Fifteen members are considered a  
7 quorum for meetings.

8 c. The Safety Coordinating Panel may establish standing and ad hoc subgroups to  
9 work long-term taskings and specific issues. In establishing a standing or ad hoc  
10 subgroup, the following will be clearly defined: purpose of the subgroup, the product  
11 expected from the subgroup, the date the product is required, and the subgroup chair  
12 and members. The subgroup chair is responsible for determining the subgroup's mode  
13 of operation, coordinating subgroup activities, accomplishing assigned tasks within  
14 requested timeframes, and reporting subgroup activities to the Panel.

15 **9. Administration**

16 The Director of Army Safety will provide administrative support to the co-chairs of the  
17 SCP. The Office of the Director of Army Safety will:

- 18 a. Arrange and provide administrative and logistical support for meetings.
- 19 b. Provide a non-voting Secretary to record and distribute minutes of meetings.
- 20 c. Track assigned tasks from meetings.
- 21 d. Program funding for activities and support.

22 **10. Correspondence:** Correspondence for the SCP should be directed to the Office of  
23 the Director of Army Safety, 2211 South Clark Street, Crystal Plaza 5, Room 980,  
24 Arlington VA 22202.

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