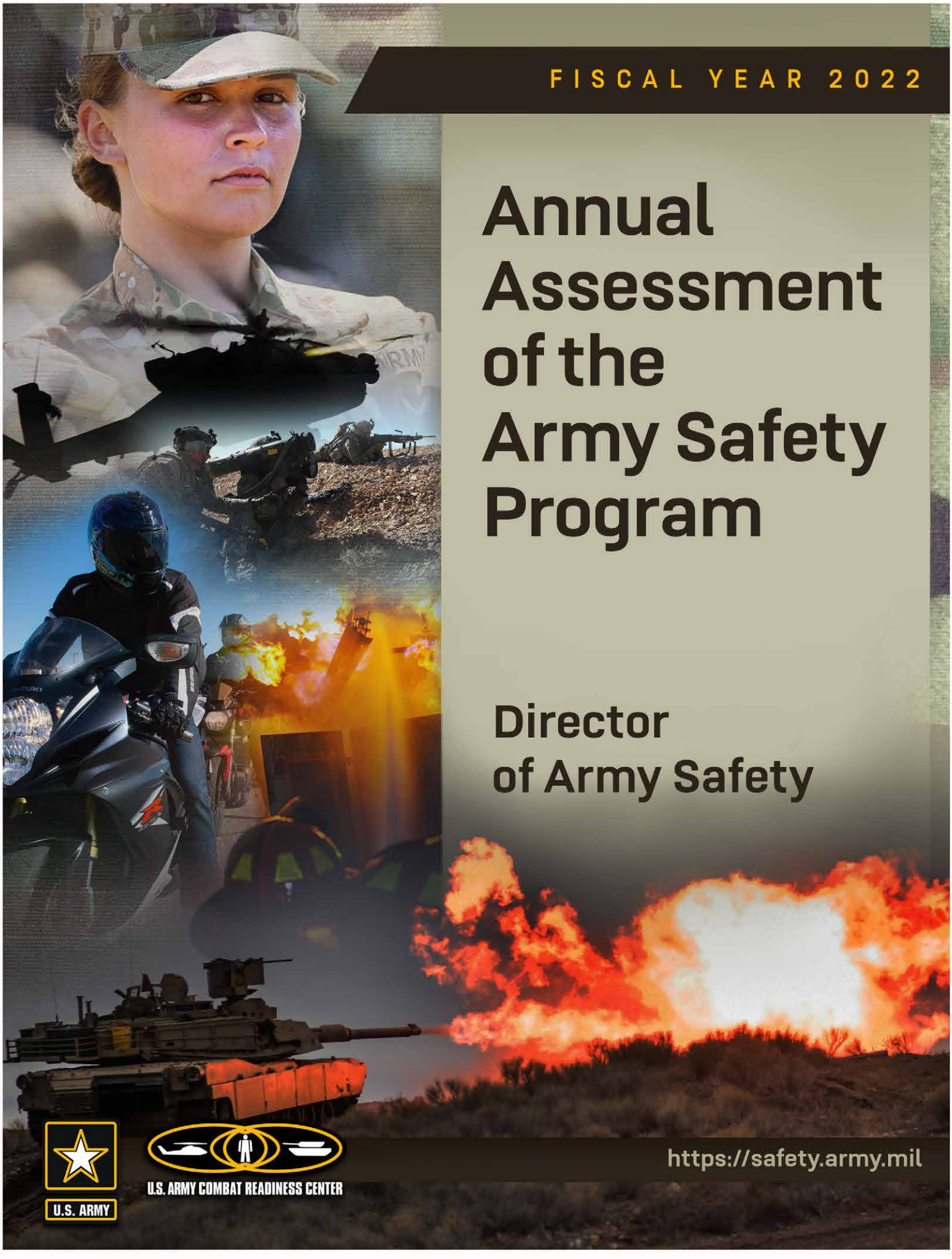


FISCAL YEAR 2022

Annual Assessment of the Army Safety Program

Director of Army Safety

U.S. ARMY

U.S. ARMY COMBAT READINESS CENTER

https://safety.army.mil

Each year, the U.S. Army Combat Readiness Center (USACRC) produces an annual assessment of the Army Safety Program, which includes analysis of both mishap trends and safety goals regarding tactical safety, off-duty safety, workplace safety, and OSHA data. The annual assessment also includes updates on Army loss prevention tools, systems, and programs, all of which are driven by data units submit and analysis performed by the USACRC. I am pleased to provide the annual assessment for FY22.

FY22 was the safest year in Army history regarding mishap fatalities with a loss of 82 Soldiers and one Department of the Army Civilian. Both numbers were historic lows, and FY22 was only the second year that the Army lost fewer than 100 Soldiers to mishaps. However, the untimely death of even one Soldier to a mishap is unacceptable, with our goal being zero mishap fatalities. This decrease indicates our Army's tireless efforts to mitigate risk are making progress.

Off-duty mishaps, particularly private motor vehicles (PMVs), continued to be the number one safety-related cause of death of Soldiers. Last year, 60 of the 68 off-duty fatalities were attributed to PMV mishaps, which included sedans/trucks and motorcycles. As Army leaders, we must focus our efforts in reducing PMV fatalities. Utilizing the installation's Intermediate Driver Training and motorcycle programs for new Soldiers are two ways we can produce safer drivers. The Remedial Driver Training program for our at-risk population is another tool we can use to change behaviors behind the wheel. In addition, the USACRC's Off-Duty Safety Awareness Program (ODSAP) facilitates off-duty safety training and awareness at the first-line leader level. ODSAP products can be found on the USACRC's website.

Government motor vehicle (GMV) mishaps remain our most common fatal mishaps for on-duty ground fatalities. Every ground mishap investigated found failures to adhere to basic standards, lack of training, and absence of leadership. Many on-duty mishaps occurred during missions that were perceived as low-risk and routine tasks. We need to invest time to ensure our driver training programs are well resourced and have command oversight. An effective driver training program is one of the most effective ways to reduce risk in your formation.

As leaders, we must communicate the idea of risk management as the process, and safety as the outcome of risk management. Through the successful application of risk management, we create a safe environment for our Soldiers and their families to live and operate. Risk management must be woven into the fabric of units. When done correctly, it will enable our Soldiers to make risk-based decisions, whether on or off duty, and achieve positive outcomes.

The second page of this spread shows every Soldier we lost to a mishap during FY22. These images serve as a reminder that every Soldier lost was an individual tragedy to their father, mother, husband, wife, son, daughter, friends, battle buddies, and unit. Our goal to eliminate this page remains unchanged. The loss of a single Soldier to a mishap is unacceptable.

Please contact me if we can assist you with your safety and risk management goals.

People First – Winning Matters – Readiness Through Safety!

Gene D. Meredith
Brigadier General, USA
Commanding

SOLDIERS LOST FY22

FROM 1 OCT 2021 – 30 SEP 2022, ON-DUTY MISHAPS CLAIMED THE LIVES OF 14 SOLDIERS. OFF-DUTY MISHAPS CLAIMED THE LIVES OF 68 SOLDIERS DURING THAT SAME TIME PERIOD.

ANNUAL ASSESSMENT OF THE ARMY SAFETY PROGRAM FISCAL YEAR 2022

Introduction

At the close of every fiscal year, the U.S. Army Combat Readiness Center (USACRC) conducts a holistic review of Armywide mishap data from the previous 12 months to analyze trends and offer commanders insights to augment their safety programs. This detailed assessment is a product of those efforts. For the second consecutive year, the Army achieved record-low numbers of Soldiers lost to mishaps in FY22. The Army lost 82 Soldiers and one Department of the Army Civilians (DAC) to recordable mishaps during FY22 in 111 total Class A mishaps, which was another historic low. In fact, FY22 was only the second year ever that the Army lost fewer than 100 Soldiers to mishaps, the other being FY20. The 111 mishaps and 82 fatalities include manned and unmanned aviation and on- and off-duty ground mishaps (Figure 1). The fatality total was a decrease from 105 Soldiers and two DACs in FY21. There is positive news in almost every category of mishap. The Class A mishap total was a decrease from 124 in FY21. For the second straight year, the Army had the fewest on-duty accidental Soldier fatalities recorded in a single fiscal year, with 14 Soldiers losing their lives in on-duty mishaps (Figure 2). Each of those losses is a tragedy, and the goal must remain zero Soldiers or DACs lost to mishaps, but this reduction is a sign of improvement across the force. Of those 14 fatalities, one died in an aviation mishap, while the 13 ground fatalities occurred in 12 incidents. The 14 on-duty fatalities were six less than in FY21 and 10 less than the 24 recorded in FY20. In FY20 and FY21, we attributed some of the decreases in overall mishaps and fatalities to the unique circumstances involving the COVID-19 pandemic. However, the continuing decrease in on-duty numbers in FY22 indicates we, the Army, are making headway in continuing to push the numbers lower and lower after a period from FY13-19 when on-duty fatalities ranged from 26 to 29.

The Army has reached a point in our safety culture that it is now safer to be a Soldier than to work in the civilian workforce. In FY22, the on-duty ground Soldier fatality rate was 2.02 per 100,000. The last work-related fatality rate released by the Bureau of Labor and

Figure 1. Total Fatalities by Fiscal Year

Data as of: 30 SEP 22

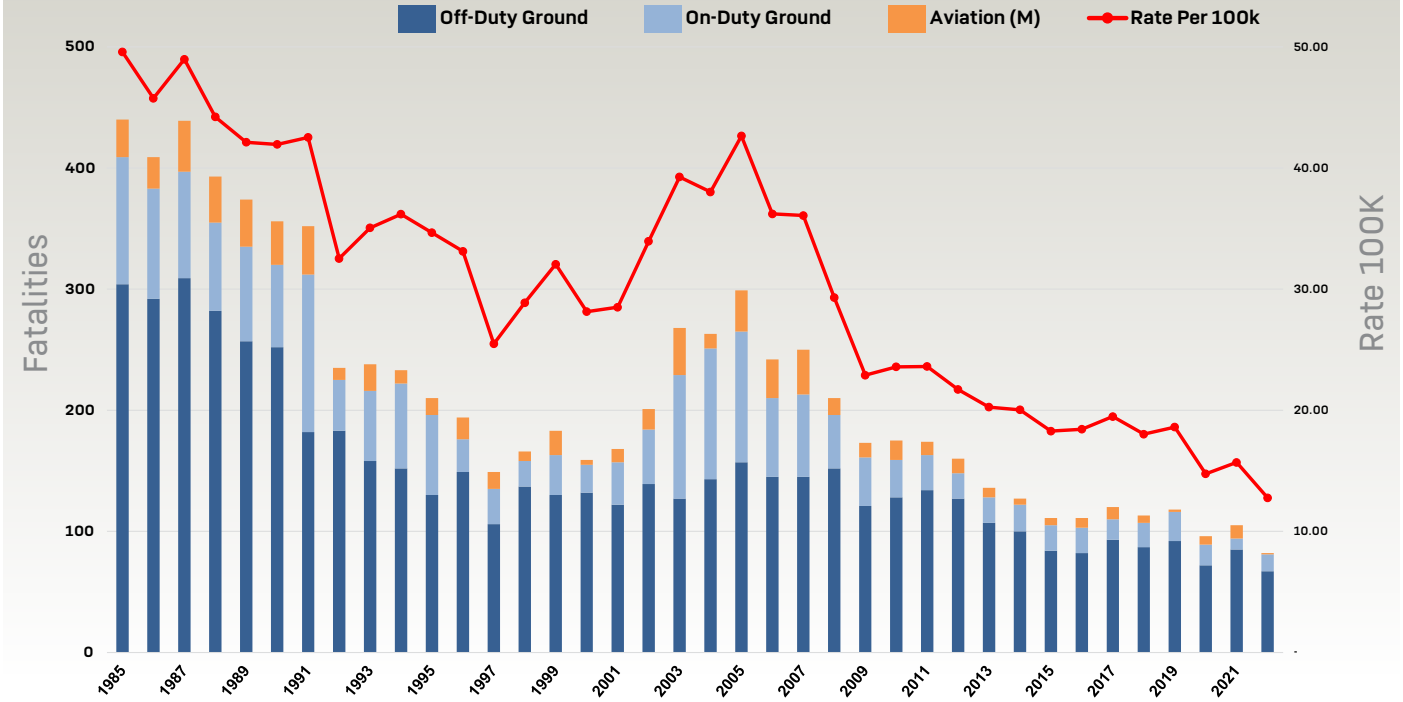
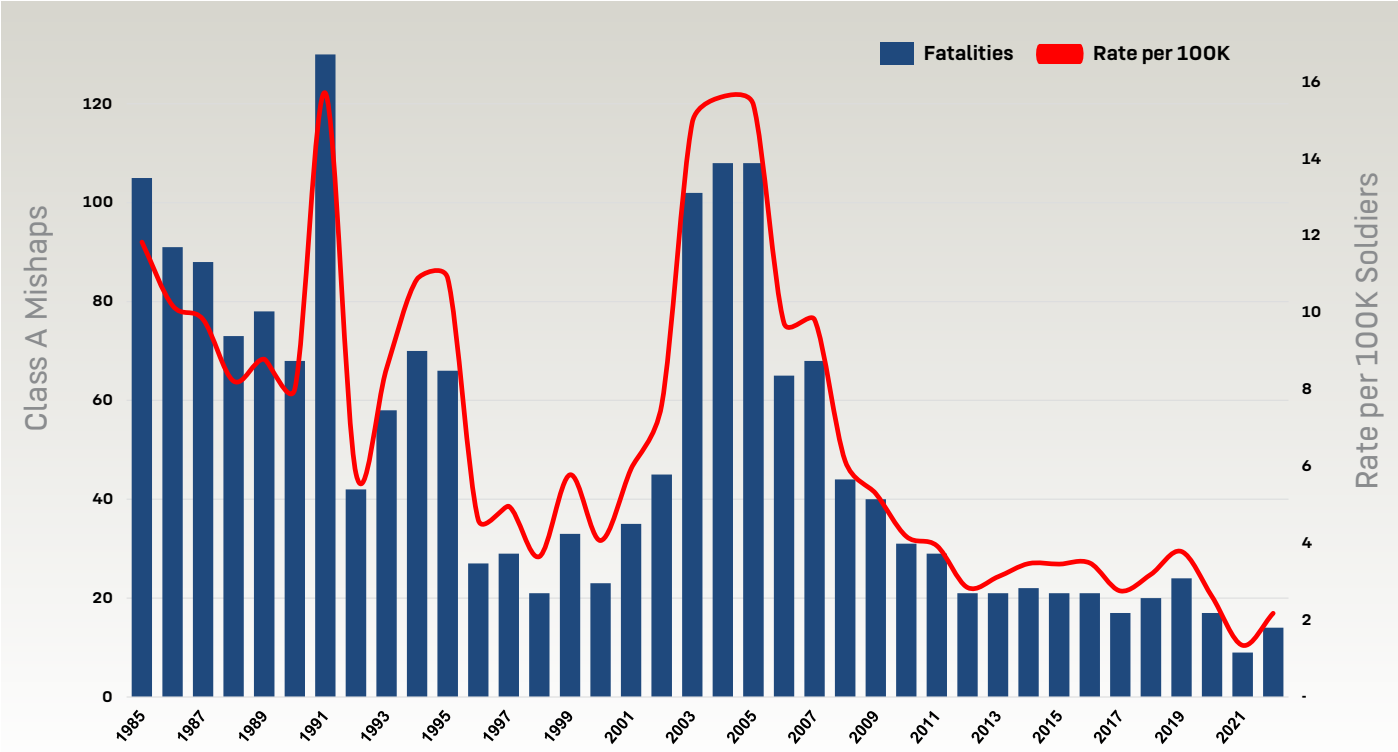


Figure 2. On-Duty Ground Fatalities

Data as of: 30 SEP 22



Statistics was 3.4 per 100,000. That is two years in a row the Army's on-duty ground fatality rate was below the most recent published rates for the general population.

There was even greater success in preventing off-duty mishaps involving our Soldiers. In FY22, the Army lost 68 Soldiers to off-duty mishaps compared to 85 in FY21. That was five lower than the previous all-time low of 72 recorded in FY20, when COVID-19 restrictions were the most significant (Figure 3). Private motor vehicles (PMV) continued to be the greatest threat to Soldiers' lives with 60 of the 68 fatalities being attributed to PMV mishaps. The 60 vehicle fatalities included 25 motorcycles, 32 four-wheeled vehicles with Soldiers as operators or passengers, and three Soldiers who were pedestrians at the time of the mishap. Disconcertingly, 42% of the fatalities occurred on motorcycles, though it is estimated that only about 15% of Soldiers are riders. The non-vehicle mishaps were predominantly water-related fatalities.

Once again, Soldiers fared better than their civilian counterparts in vehicle fatality rates. The FY22 Soldier off-duty vehicle fatality rate was 9.34 deaths per 100,000. The most recently published numbers from the National Highway Traffic Safety Administration (NHTSA) show a general population vehicle fatality rate of 11.71 fatalities per 100,000 population.

Between 2007 and 2019, the rate of decline in preventable mishaps slowed and essentially plateaued at levels far below historical highs in the 1970s and the spike experienced from 2003-2006, when as many as 299 Soldiers died in mishaps during a single fiscal year. In the last three years, numbers have declined in all areas and we are losing fewer Soldiers in mishaps in every category. While COVID-19 could have had an impact for several months in FY20 and early FY21, most of the restrictions were lifted by FY22. The Army returned to a training and deployment cycle that is a new normal. Continuing this downward trend is paramount in supporting the Chief of Staff of the Army's focus on putting "People First." While the Army has done tremendous work in our collective mishap prevention efforts, holding steady means we are still losing Soldiers, DACs and resources needed to maintain readiness. We must strive to sustain the reductions of FY20, 21 and 22.

The following pages include a detailed discussion of FY22 mishap trends and the Army's efforts to assist leaders in their mishap prevention efforts. There are summaries of USACRC and Office of the Director of Army Safety (ODASAF) efforts as well as strategic programs aimed at mishap prevention. The topics include the Army Readiness Assessment Program (ARAP), Army Safety Management Information System (ASMIS) 2.0, Army Safety and Occupational Health Management System (ASOHMS), Recommendation Tracking System (RTS), safety education and training, and the growing in-person outreach programs conducted by the

USACRC. Each of these efforts is part of the overall Army Safety Program that helps keep us all in the fight as we manage the risks associated with everyday operations.

On-Duty Ground Class A Soldier Mishaps

FY22 proved to be the second-lowest year on record for on-duty ground fatalities with 13 Soldier deaths, which was just behind last year's all-time record low of nine. Additionally, FY22 was the fourth-lowest year for on-duty Class A ground mishaps with 26, only marginally higher than FY20's total of 23 and last year's record low of 19 (Figure 4). Risk management conducted by leaders at all levels, as well as the increased messaging campaign of ground mishaps and trends from the USACRC, appear to have had a positive impact on FY22's numbers.

There were 12 government motor vehicle (GMV) on-duty Class A mishaps in FY22, which accounted for just under half of all Class A ground mishaps. Unfortunately, our Army lost four Soldiers within these GMV mishaps. Of the fatalities, three were attributed to a combination of speed and the occupants failing to wear their proper restraints, with each succumbing to injuries sustained after being ejected from their tactical vehicles during a rollover. The fourth Soldier died as a result of being run over by a HMMWV at night during a unit training event while they slept in an unapproved, unmarked sleeping area.

One Abrams tank was destroyed due to a fire within its engine compartment, while another was significantly damaged when the Heavy Equipment Transporter it was chained to rolled over multiple times on a civilian highway as a result of oversteering by an inexperienced driver. Three Bradley Fighting Vehicles were also damaged during training. Two were due to fire, while the third was a result of the M88 towing it losing control during the descent of a steep hill. Additionally, in Europe, one Load Handling System (LHS) and two fuelers were destroyed when their convoy was struck by a civilian semi-truck from the rear, causing the fuelers to ignite and destroy all four vehicles. Also in Europe, a TRICON shipping container dislodged from a Palletized Load System (PLS) after it struck a low-hanging branch that spanned the road it was traveling. The TRICON subsequently struck a civilian vehicle and

Figure 3. Off-Duty Fatalities by Fiscal Year

Data as of: 30 SEP 22

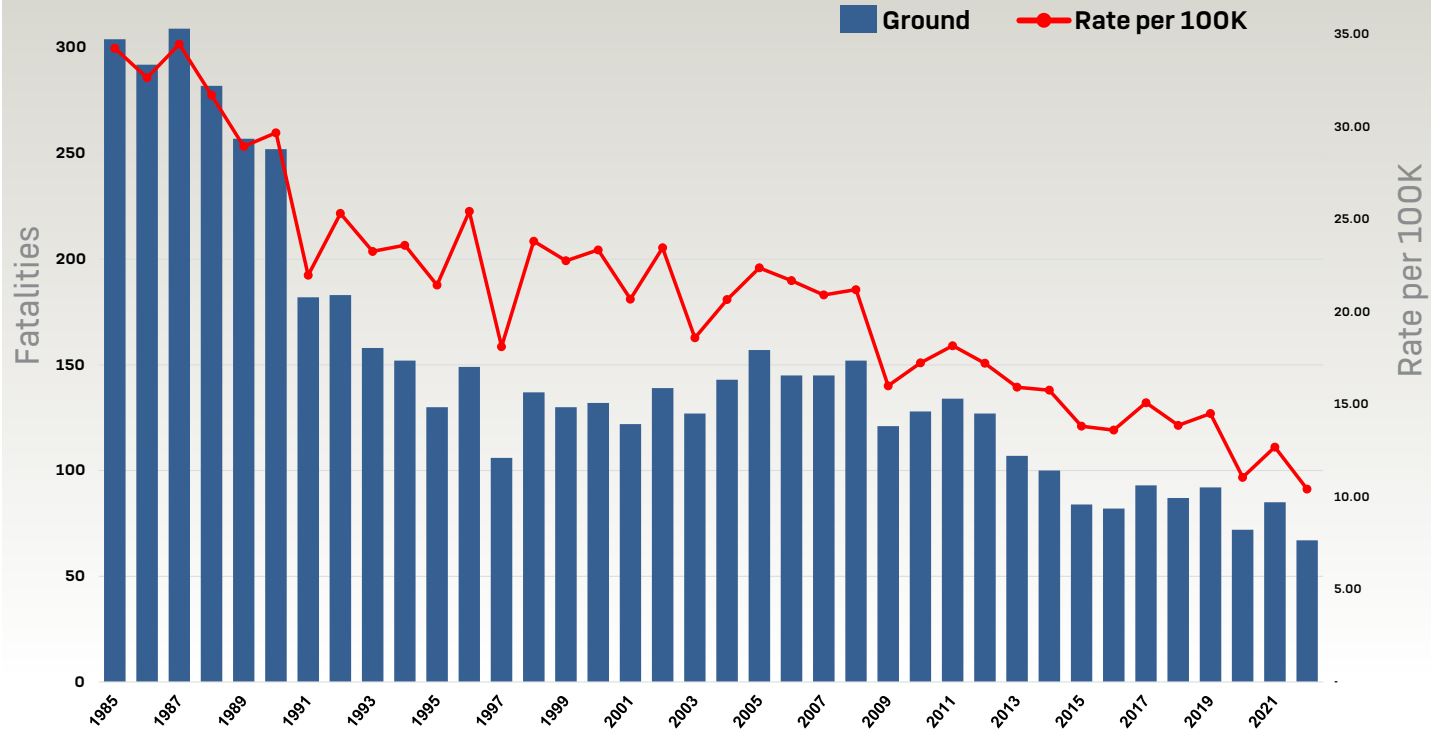
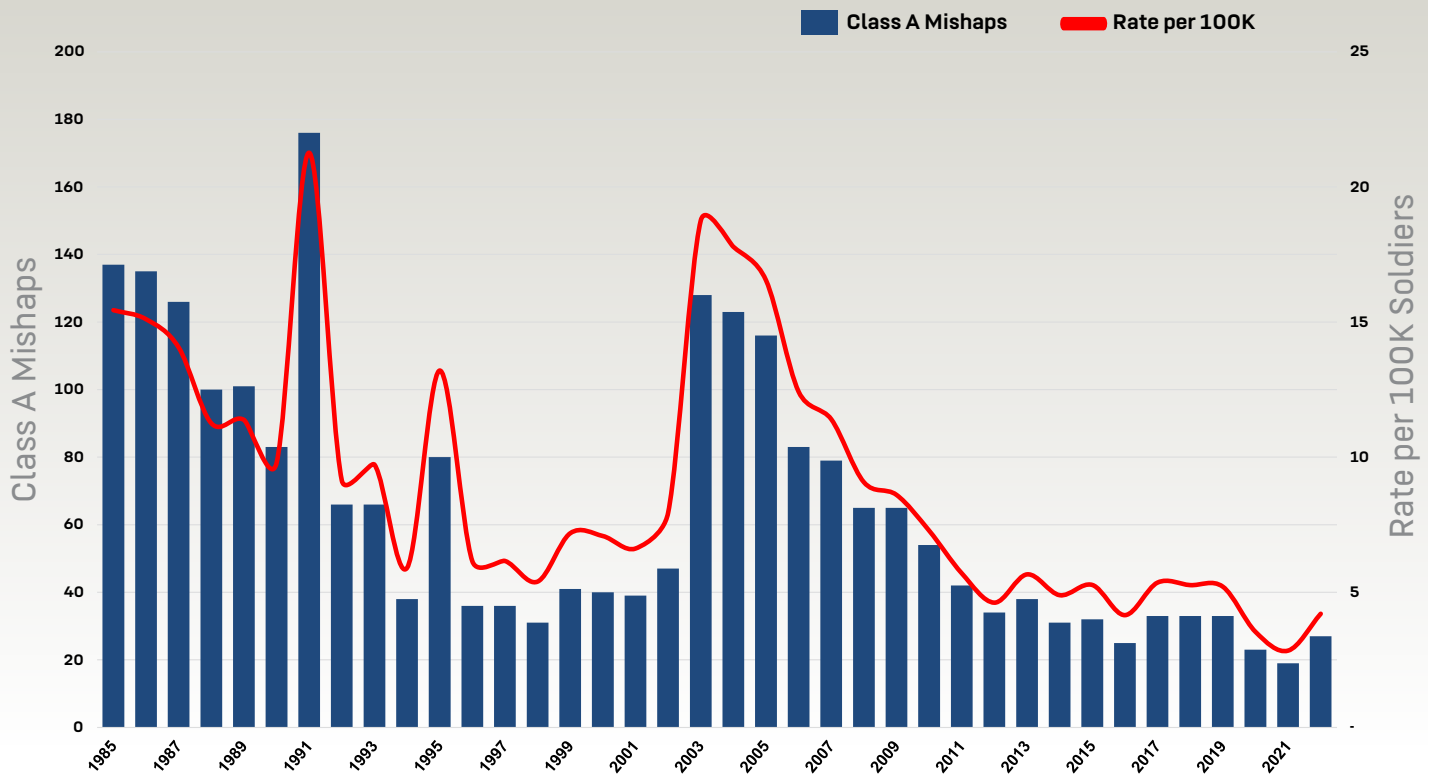


Figure 4. On-Duty Ground Class A Mishaps

Data as of: 30 SEP 22



killed one of its occupants. Despite the total loss of these military vehicles with damages totaling just over $25 million, there were no Soldier fatalities as a result.

Mishaps involving Combat Skills/Military Unique activities were down 50% in FY22 as compared to the previous fiscal year, and could have been even lower if not for three unique mishaps claiming the lives of four Soldiers. One Soldier died as a result of being struck by lightning during a unit training event; one died as a result of injuries sustained from a bear attack while establishing a unit land navigation course; and two died when a portion of a tree fell on them due to heavy winds and rain during training.

Within Sports, Recreation and Physical Training-related mishaps, the Army lost three Soldiers in three on-duty mishaps. One Soldier collapsed and died during a unit physical training events and two died due to drowning, one during pool certification and the other in a lake during an organizational day event. Additionally, a foreign national soldier training within the U.S. was involved in a drowning mishap.

The Army lost one Soldier this year to a Weapons/Explosives-related mishap when they were struck in the head by the recoiling breach of their self-propelled artillery piece during live-fire training.

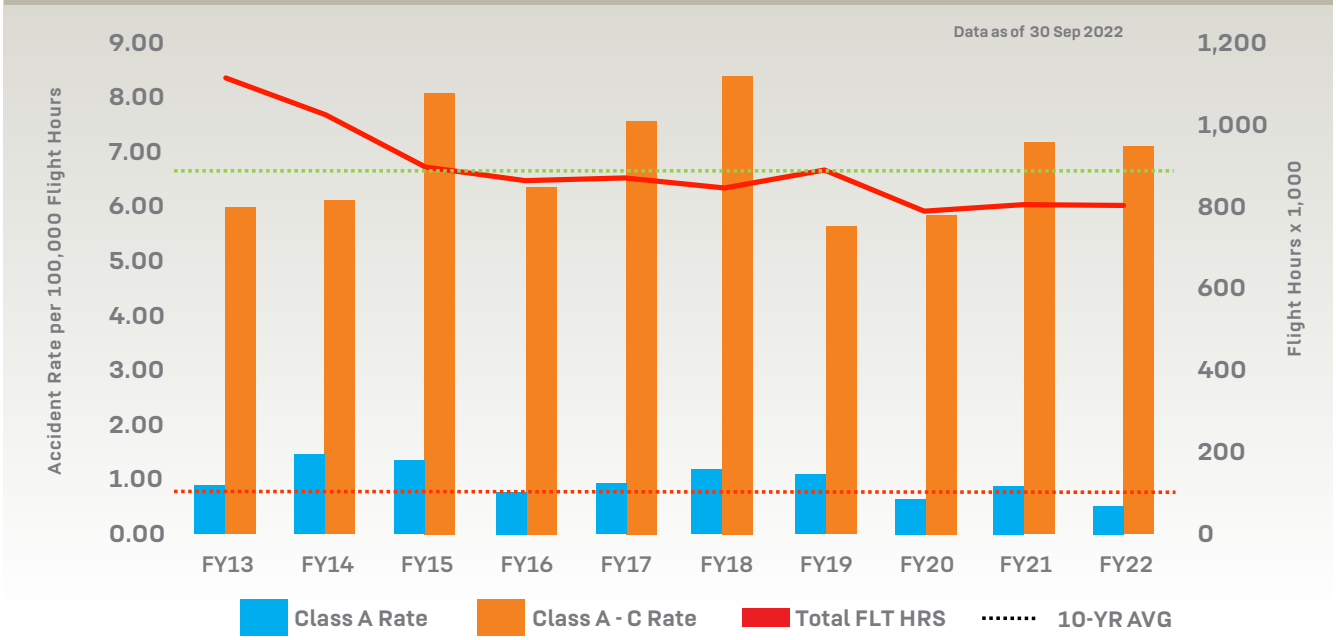
Industrial/Occupational mishaps accounted for five Class A mishaps within the fiscal year, with one claiming the life of a Soldier when a mobile kitchen trailer fell on her while conducting maintenance. One DAC died in one mishap. The other two mishaps resulted in property damage with no injuries.

Lessons Learned

Despite the exceptionally low fatal mishap numbers involving tactical vehicles, we cannot rest in our efforts to improve driver training, ensure enforcement of standards, and monitor Soldier discipline in areas where they know what is expected but fail to accomplish tasks to standard. In each of the four vehicle-related fatalities, there were multiple opportunities for leaders to step in and prevent them. Enforcing seat belt usage, appropriate driver training and discipline, and leadership presence are the keys to saving Soldiers from themselves in tactical vehicles.

The four unique mishaps in FY22 point out that there is some risk in everything we do. Lightning strikes, trees fall and wild animals can be a hazard in many environments. We must strive to continue to identify and mitigate hazards in all Soldier operations.

Figure 5. Manned Class A-C (Flight) Mishap Rate



MANNED	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total Class A Mishaps	10	16	13	9	12	11	12	6	8	8
Class A Flight Mishaps	10	15	12	7	8	10	10	5	7	4
Class A Flight Mishap Rate	0.90	1.46	1.34	0.81	0.92	1.18	1.12	0.63	0.87	0.50
Total Class A-C Mishaps	78	75	89	74	86	93	65	75	108	112
Class A-C Flight Mishaps	63	62	72	55	66	71	50	46	58	57
Class A-C Flight Mishap Rate	5.65	6.05	8.02	6.37	7.58	8.39	5.62	5.82	7.20	7.09
Fatalities	8	6	13	8	10	6	3	7	13	2
Flight Hours	1,115,291	1,025,027	897,827	864,075	870,682	846,219	890,021	789,678	805,838	803,683

Manned Aviation

For the third consecutive year, Army Aviation has remained below a rate of one mishap per 100,000 flying hours. This overall rate was the result of three straight years of single-digit Class A mishaps (FY20 = 6, FY21 = 8 and FY22 = 8). The Army continued to maintain a Class A flight mishap rate below established norms during FY22. As shown in Figure 5, FY22's manned Class A flight mishap rate was 0.50 per 100,000 flying hours, the fourth time in the last seven years the rate has been below the 1.0 mark and lower than the five-year rate of 0.95. There were eight Class A mishaps (four flight; one flight-related; three aircraft ground) reported in FY22 with approximately 803,683 hours flown.

Among the good-news stories in FY22 is that the Army did not lose an aircrew member in an aviation mishap for the first time ever. The one Soldier lost in the flight-related hoist mishap was the lowest total for aviation fatalities in history. The 12 active-duty combat aviation brigades (CAB) had zero Class A flight or flight-related mishaps. That last line is remarkable. Twelve brigades with hundreds of aircraft and hundreds of thousands of hours flown managed the risk of operations so thoroughly that they avoided catastrophic mishaps for the entire year.

Four Class A mishaps involved UH-60s: one flight-related involving hoist operations, one whiteout event, one ground taxi mishap and one ground event where high winds damaged

several parked aircraft. Additionally, there was one AH-64 flight, one MH-6 flight, one C-12 aviation ground and one MH-47 aviation ground mishap. All four Class A flight mishaps were attributed to human error causal factors.

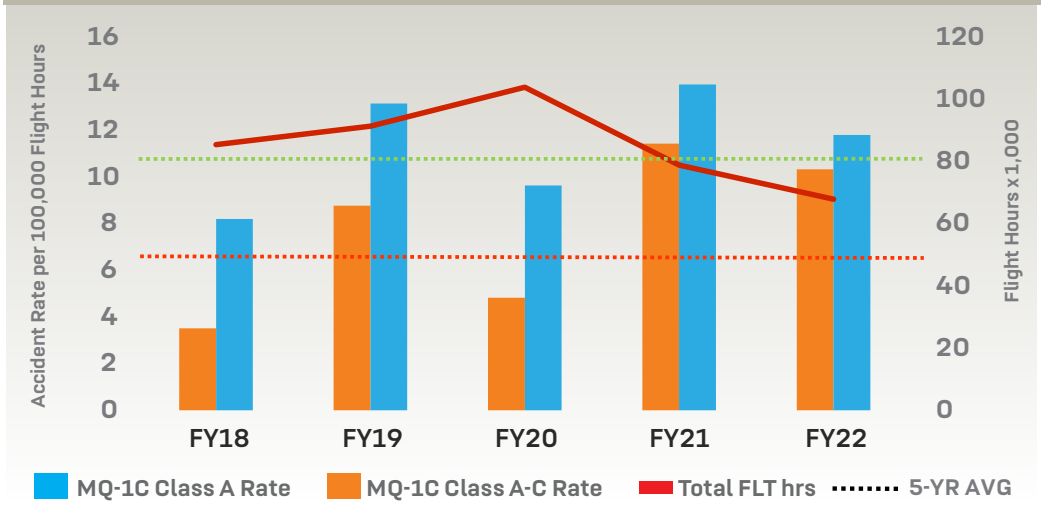
The USACRC continued the campaign initiated in FY20 to address a spike that emerged in the FY15-19 timeframe when 40% of the aviation Class A mishaps occurred during the fourth quarter. Senior Army leadership and the USACRC emphasized information on the fourth-quarter spike from March 2020 through FY22 on transitions management, unit assessments, training management, environmental training, crew selection, fighter management and maintenance. The Army Chief of Staff stressed the need to stay vigilant during the fourth quarter with a message to the aviation force in August, reiterating the convergence of these complex factors. Because leaders heard this message and applied it, the Army only experienced one Class A mishap in the fourth quarter in the last three fiscal years.

In FY21 and FY22, there were no Class A mishaps during the fourth quarter, and only one in FY20, compared to four in FY17, four in FY18 and five in FY19. Another huge indicator was the month of August for the last two years. These were the first two years since FY14 that we did not have a Class A aviation mishap during the month of August and only the third time since FY10.

Unmanned Aviation

Unmanned aviation did not fare as well in FY22 and remained above Class A mishap rates from the five-year average while experiencing decreased flight hours. In FY22, the MQ-1C Gray Eagle experienced seven Class A mishaps with a rate of 10.32 per 100,000 flight hours (Figure 6). FY21 and FY22 represent an upward

Figure 6. Unmanned MQ-1C Gray Eagle Class A-C Mishap Rate



MQ-1C	2018	2019	2020	2021	2022	5-Year
Total Class A Mishaps	4	8	5	9	7	32
Class A Flight Mishaps	3	8	5	9	7	32
Class A Mishap Rate Total	3.51	8.77	4.82	11.42	10.32	7.49
Class A-C Mishaps Class	9	12	10	14	9	53
A-C Flight Mishaps	7	12	10	11	8	48
Class A-C Mishap Rate	8.20	13.14	9.63	13.96	11.97	11.24
Total # of Flight Hours	85,362	91,262	103,808	78,787	67,783	426,990

Trend Comments

- 14% decrease in flight hours FY21-FY22
- FY22: 7 x MQ-1C Class A mishaps,rate 10.32
- FY21: 9 x Class A-C mishaps, rate 11.42

MQ-1C Trends to Monitor

- FY22 A-C mishaps:
  - 5 of 9 Class A human error
- Material failure causal factors (2):
  - 1 x AOA sensor failure
  - 1 x low oil followed by engine failure

Additional Comments

- Positive downward trend in Gray Eagle mishaps following implementation of recommendations from the 2016 assessment team and implementation of engineering solutions to materiel failures
- Five-year rate 11.24

trend from FY20 (five Class A, 4.82 rate) and the five-year average (six Class A, 7.52 rate). Four of the Class A mishaps were a result of materiel failure, with three associated with engine malfunctions. For the three that involved human factors, one resulted from controlled flight into terrain (CFIT) and two due to improper ground servicing. Total flight hours for FY22 were 14% below FY21 numbers. In addition to the nine Class A mishaps, there was one Class B and one Class C mishap reported. Additionally, there were three aerostat Class A mishaps.

The Shadow flight mishap rate decreased, but it still leaves room for improvement. The RQ-7B experienced seven Class B and 19 Class C mishaps during FY22. Primary causal factors were associated with engine failures related to fuel starvation, CFIT, lost link, and Tactical Automated Landing System (TALS) failures due to performance-based errors. The Shadow's FY22 Class B mishap rate of 19.58 per 100,000 flight hours is almost 4% lower than FY21 and the five-year rate. The Class B-C mishap rate of 72.76 is 10% lower than the FY21 average and 5% above the five-year level. The hours flown in FY22 were roughly 5% higher than FY21 hours, but hours still remain significantly decreased from previous years.

To combat these challenges, the Army continues to take a multifaceted approach to improving mishap rates and safety culture. A USACRC initiative for the unmanned aircraft system (UAS) community is a trends/safety briefing targeted at UAS units with scenarios based on recent mishaps and lessons learned. These briefings are provided through in-person speakers and/or via Microsoft Teams to provide the most thorough coverage to the UAS enterprise. Additionally, these mishap briefings are provided to the Aviation Safety Officer Course as well as Non-commissioned Officer Professional Development System courses at Fort Rucker, Alabama, and Fort Huachuca, Arizona. Furthermore, Program Manager-UAS continues to take an active role in materiel improvements to both Gray Eagle and Shadow systems. Through working together and sharing lessons learned, we can reduce our mishaps and continue to preserve Army assets.

Lessons Learned and Developing Trends — Aviation

With historically low Class A mishap rates, the Aviation Division at the USACRC has shifted its focus to Class C and below mishaps, which account for 88% of the flight and flight-related mishaps. Out of these 826 events we reviewed between FY16 and FY22, the leading category was object strikes/CFIT and hard landings, primarily due to power management issues. Of these events, 122 were Class C mishaps that were only inches and seconds away from being a Class A. To help reduce these numbers, we recommend training on thorough terrain flight mission planning and good hazard/obstacle reconnaissance as part of your flight planning. In the unforgiving flight profile of terrain flight, there are many hazards in close proximity to the aircraft, such as wires, trees and weather, that limit your line of sight. Of course, the terrain itself is also a consideration when operating close to the earth's surface.

Another area of focus to help reduce our Class C and below mishaps is aviation ground, which account for 43% of all reported aviation mishaps. The leading category for these mishaps is ground handling and servicing. These represent Army Aviation's most preventable mishaps, as most of them are attributed to not following procedures and aircraft contacting stationary objects while being towed. This is consistent with ASMIS near-miss reporting that has ground servicing and handling as its leading category.

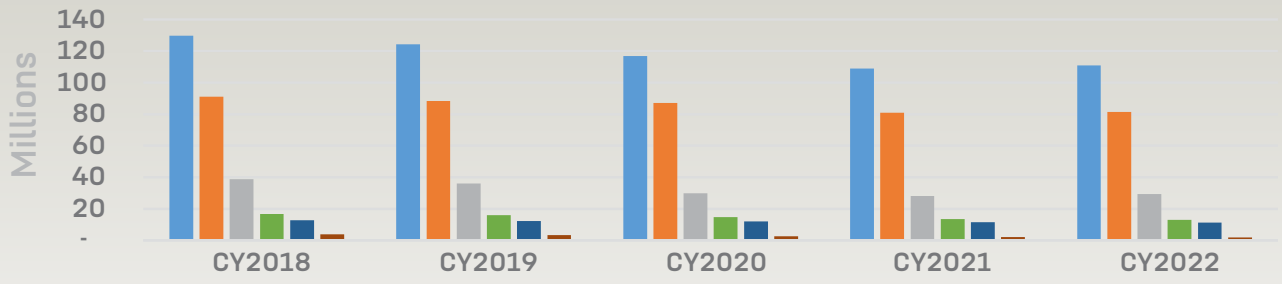
Our final focal point for improvement is reducing the unmanned flight mishap rate. After a review of the unmanned aircraft mishaps from FY17 to present, the information shows the majority of these errors are due to not following established procedures and local standing operating procedures (SOPs). These mishaps can be avoided through by-the-book ground servicing/maintenance to prevent fuel starvation, proper mission planning to avoid known obstacles, following the checklist to ensure proper TALS configuration before landing, and confirming the system is properly configured to execute the desired lost link procedure.

Off-Duty Mishaps

The Army achieved a new record low in off-duty mishap fatalities in FY22. Not surprisingly, PMVs accounted for the majority of these. Of the 68 off-duty mishaps and Soldier fatalities, nearly 90% involved PMVs.

In FY22, there were 60 off-duty PMV Class A mishaps that resulted in 60 Soldier fatalities. While it wasn't the

Chargeback Year Cost Comparison 2018-2022



	CY2018	CY2019	CY2020	CY2021	CY2022
Army Total FECA Cost	129,640,120	124,268,864	116,914,953	108,840,669	110,887,490
Total Comp Costs	90,967,535	88,295,129	87,049,272	80,755,155	81,495,735
Total Medical Costs	38,672,585	36,059,735	29,865,681	28,085,514	29,391,755
NG Total FECA Costs	16,545,970	15,883,724	14,671,754	13,479,631	12,921,028
Total Comp Costs	12,772,002	12,249,801	12,033,934	11,454,595	11,163,651
Total Medical Costs	3,773,968	3,233,923	2,637,820	2,025,035	1,757,377

best year on record for off-duty PMV Class A mishaps, the 60 mishaps were below the 10-year average of 70 and five-year average of 66, as well as being the second-largest reduction since FY20. This continues to indicate a downward trend in PMV mishaps.

If we attribute the record-low number of fatalities in FY20 (55) in large part to COVID restrictions, FY22 is in fact the best year for off-duty PMV mishaps since the Army began recording them. Despite concerns that lifting COVID movement restrictions would result in an increase in mishaps and fatalities due to increased exposure, FY22 was still the second-lowest year historically in terms of mishaps and fatalities.

The loss of the 60 Soldiers to off-duty PMV mishaps in FY22, compared to 72 in FY21, is an overall decrease of 17%. This encompasses a 24% reduction in PMV-4 mishaps (32) and a 50% decrease in Pedestrian/Non-Motorist (3) mishaps. Unfortunately, we finished FY22 with 25 PMV-2 fatalities, which was one more than in FY21.

In 71% of FY22's Class A PMV mishaps, there was an error on the part of the Soldier involving three separate causal factors. Excessive speed was a factor in at least 12 of the PMV mishaps, followed by failure to use a seat belt and alcohol. Approximately half of the fatal PMV mishaps occurred during the weekend period (53%) and involved Soldiers in the ranks of E1-E4 (49%).

The remaining eight off-duty Soldier fatalities included five drownings, one skydiving, a fall from a ladder and a fall that occurred while rock climbing.

Workplace and Civilian Injury

The Army Civilian Injury Compensation Program is based on the Federal Employees' Compensation Act (FECA). FECA provides monetary compensation, death benefits, medical care and assistance, vocational rehabilitation and retention rights to all federal employees who sustain disabling injuries, including occupational disease or illness, as a result of their employment, regardless of the type of appointment or length of employment. The Office of Workers' Compensation Programs (OWCP) is an office within the Department of Labor (DOL) that administers FECA. Locally, the Injury Compensation Program administrator in the Civilian Personnel Advisory Center (CPAC) acts as the liaison between supervisors, employees and the OWCP. FECA is financed by the Employees' Compensation Fund, which consists of funds appropriated by Congress through a "chargeback" to the various agencies. Each year, the secretary of labor furnishes the Army a statement of payments from the fund for Army employees, the costs of which are charged down to the installation level. The Army includes FECA costs in its budget requests, and the resulting sums appropriated are deposited in the fund.

Injury to DACs is a significant detractor from readiness, costing the Army both time and money on top of the pain caused by the injuries or the losses to the families. Civilian injuries and costs are up compared to the previous years, but down from the five-year average. According to the DOL, 5,767 DAC injury or illness claims were submitted during the 2022 chargeback year, compared to 6,157

claims in 2021. Chargeback costs increased from $109 million to $111 million. See the chart on page 9 for a five-year comparison of chargeback costs provided by Defense Civilian Personnel Advisory Service.

There was one civilian employee fatality report during FY22, one less than the previous year. The (DAC) fatality was the result of carbon monoxide poisoning while performing duties at the U.S. Army Corps of Engineers at the Dworshak Dam and Reservoir in Clearwater County, Idaho. The single FY22 fatality is below the five-year average of two fatalities. Any reduction in loss is positive news, but no workplace death is acceptable.

The Occupational Safety and Health Administration (OSHA) inspected 88 Army facilities in FY22, resulting in a total of 124 violations. FY22 saw a significant increase in OSHA events compared to the previous two years, which is more consistent to pre-pandemic activity. Of the 88 inspections, 28 cases remain open, with an average of 128 days to close out a case. The Army did not appeal any of the OSHA violations received in FY22. OSHA events for FY22 are summarized below in Table 1.

The most commonly cited OSHA violations included electrical wiring (use, components and general requirements), portable fire extinguishers, maintenance and safeguards for exit routes. The top 10 Army OSHA violations for FY22 are summarized on page 11 in Table 2.

USACRC/ODASAF Programs

Mishap Reporting

October 2022 marked the two-year anniversary of the release of the Mishap and Near Miss Reporting (MNMR) Tool. The previous reporting tool, ReportIt, was sunset in FY21 for many reasons, primarily because it did not integrate into the modular safety and occupational health (SOH) system that is ASMIS 2.0. The MNMR has become the sole application for reporting all classes and categories of mishaps for the active Army as well as the Army Reserve and National Guard. The tool intuitively guides the safety officer through the reporting process using adaptive flows and a simple drop-down tab format. The adaptive flow methodology reduces the quantity of data fields required by dynamically

Table 1. Analysis

Five-Year OIS Data	FY18	FY19	FY20	FY21	FY22	Year Avg
Total Army Inspections	75	74	48	57	88	68
Inspections No Findings	51	48	33	29	48	42
Inspections Received NOV	24	26	15	28	40	27
Total Individual Violations	120	149	97	58	124	110
Repeat Violations	2	3	2	5	4	3
Appeals	3	2	0	0	0	1
Fatalities	3	1	3	2	2	2
Open Cases	2	0	0	2	4	2
Closed Cases	73	74	48	55	62	62
Average Calendar Days Open to Close	137	164	141	124	137	141

Table 2. FY22 Top 10 Army OSHA Violations

Rank	Standard Cited	# Vios	Standard Description
1	1910.303	16	Electrical- General
2	1910.305	13	Wiring methods, comp, and equip. general use
3	1910.037	13	Maintenance, safeguards for exit routes
4	1910.157	10	Portable fire extinguishers
5	1910.022	8	Walking Working Surf- General Requirements
6	1910.151	7	Medical services and first aid
7	1910.215	7	Abrasive wheel machinery
8	1910.1200.	6	Hazard Communication
9	1910.134	4	Respiratory Protection
10	1910.132	4	PPE

**Sorted by number of violations and then standard cited*

showing and hiding those items that are not mandatory for each mishap category and classification. This method ensures the safety officer captures all mandatory data elements, produces an error-free report and does it in a more efficient manner. This process also ensures leaders have the most complete picture of risks and mishap trends possible. In addition to collecting mishap data, the new MNMR tool added a new and unique near miss reporting feature. This feature allows safety officers to document near misses, which will help them identify potential hazards, shape risk management strategies and paint a clearer picture of their own safety culture.

The MNMR is a work in progress, and as with any new IT product, feedback from the field helps identify areas for clarity and improvement. The MNMR is continuously being upgraded and modified through a deliberate and agile sprint process that ensures bugs are fixed quickly, design improvements are implemented, and long-term major block upgrades are designed and resourced. Block upgrades currently underway include an overarching single registration and management capability that allows effective management of all the information necessary to optimally support the needs of Army SOH in an ongoing manner, support for OSHA 300/301 forms, a robust mishap report extension request capability, automated report reviewer staffing, and the Recommendation Tracking System (RTS) to support tracking of recommendations at all levels of the Army. Each of these upgrades will add a significant new capability to the MNMR and enhance ASMIS 2.0 as a system of systems to better fulfill the needs of Army SOH.

Although the MNMR tool is a relatively new system, the goal of mishap reporting has not changed. Accurate and detailed mishap reporting establishes trends, informs loss prevention programs, develops safety campaigns, and helps commanders and leaders implement risk management strategies at the lowest level. In its second year online, the MNMR tool recorded 7,178 mishaps and an additional 1,038 near misses. This significantly increased visibility of risks and trends will undoubtedly help commanders and leaders manage risk at the lowest level and ultimately drive down all classes of mishaps that impact our combat readiness.

Army Readiness Assessment Program

The Army Readiness Assessment Program (ARAP) continues to serve as the Army's primary instrument to gauge an organization's tactical and non-tactical safety climate. ARAP provides battalion-level commanders survey results assessing their safety climate by identifying organizational conditions that may increase the potential for mishaps. The ARAP team disseminates this safety information to arm leaders, Soldiers and

Figure 7. ARAP Enrollment Compliance

as Of: 30 September 2022	COMPO 1		COMPO 2		COMPO 3		Total Compliance	
	FY21	FY22	FY21	FY22	FY21	FY22	FY21	FY22
In Compliance	92.1%	85.4%	63.4%	62.1%	71.7%	61.3%	78.1%	72.5%
Out Of Compliance	5.9%	12.8%	18.1%	21.5%	21.3%	33.6%	13.4%	20.2%
Never in Program	2.0%	1.8%	18.6%	16.4%	7.0%	5.1%	8.5%	7.2%

civilians with relevant data and prevention strategies targeted toward mishap and injury prevention.

While the current Army Regulation (AR) 385-10 states that all battalion and battalion-equivalent organizations will initiate enrollment into ARAP within 90 days of assumption of command, compliance remains a challenge. From FY19-21, ARAP saw unprecedented increases in usage with compliance, almost doubling from 40% in FY18 to 78% by the end of FY21. However, in FY22, the enrollment compliance percentage decreased from 78% to 72.5% and is maintaining a downward trajectory in all components (Figure 7).

ARAP provides unfiltered feedback that presents quantitative and qualitative data. In FY22, the Army's mean score remained primarily unchanged, with only a slight decrease of 0.023 on a scale of 1 to 4 (Figure 8).

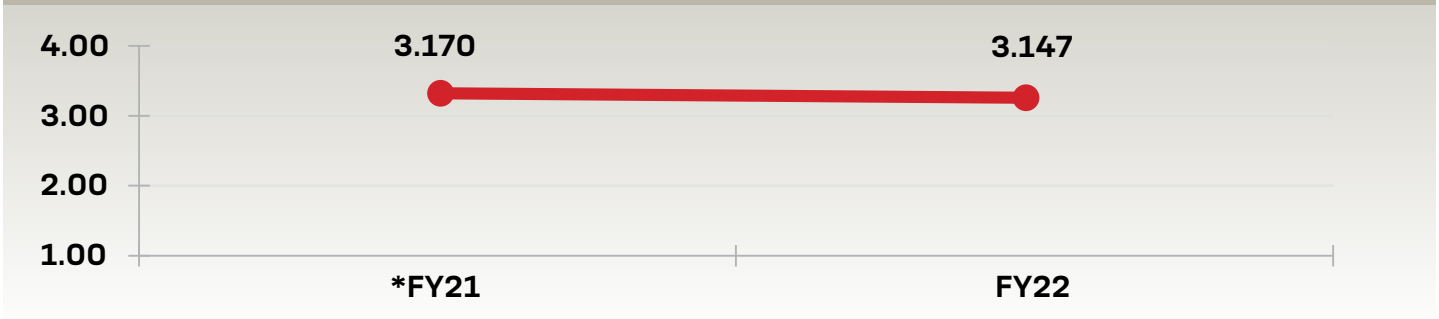
The overall scoring and ranking of questions across the force is shown in Figure 9. These questions indicate focus areas for commanders to sustain or apply needed resources for improvement to their overall safety program.

Similar to the information in Figure 9, data captured in the write-in questions provides commanders a snapshot of unfiltered feedback from Soldiers and employees throughout their organization. ARAP respondents were very candid in providing commanders with tangible feedback to assist with addressing issues that often are listed as present/contributing factors during accident investigations.

Some examples of responses to the question "The most hazardous thing I do is ..." are below:

- Working with field equipment because no one is properly trained and everyone is randomly selected into positions and told to make it work.
- Working on vehicles without the proper tools or equipment because we don't have it or it is broken and never gets fixed.
- Driving under nods with bad lighting while also half asleep because we are up all night pulling security or on an objective.
- Any task with limited amount of time to eat or sleep. It is not safe to have soldiers perform maintenance or fly with a low amount of sleep.

Figure 8. Army ARAP Mean Scores



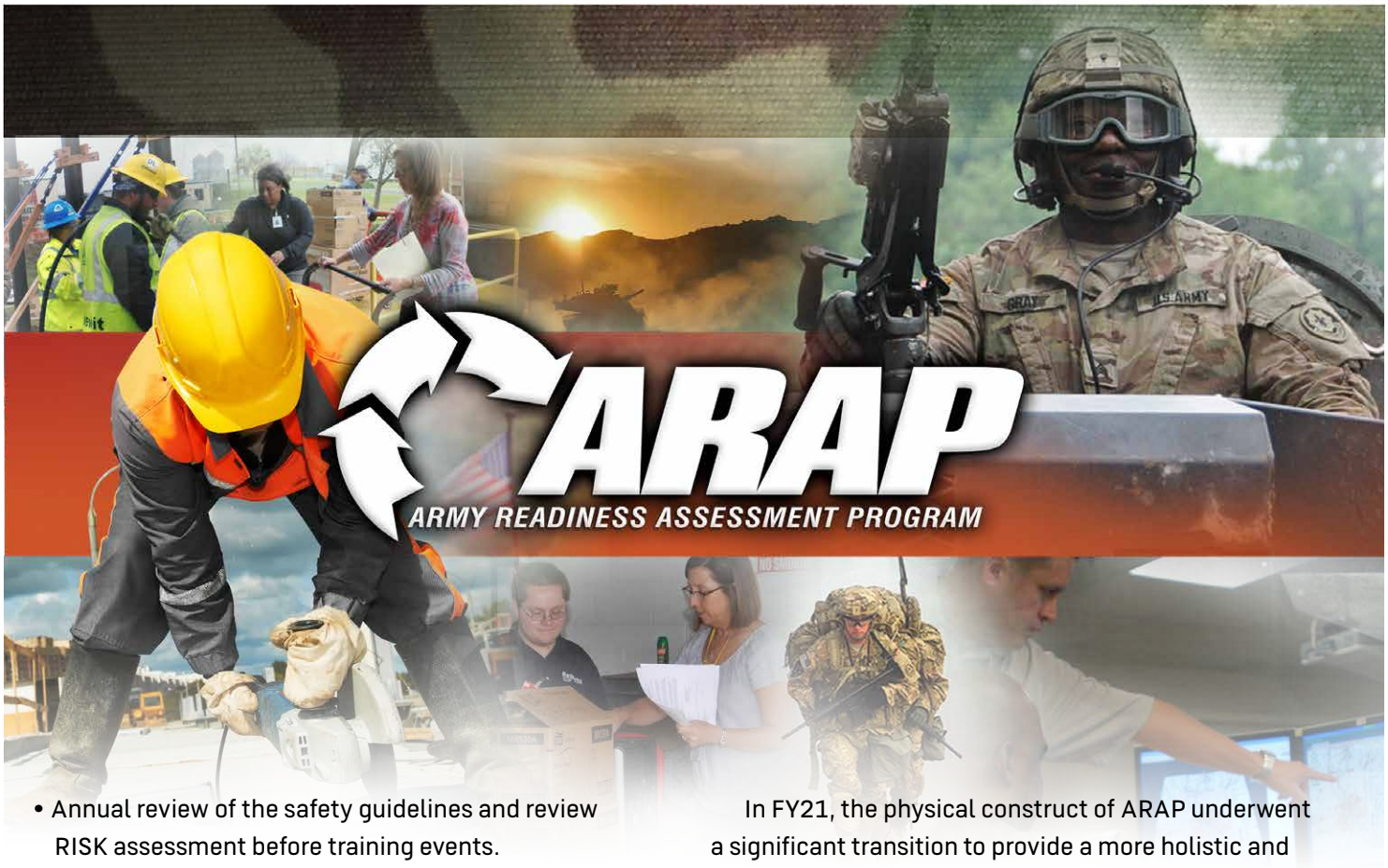
*eARAP Launch 16 March 2021

Figure 9. ARAP Question Rankings

TOP 10 (HIGH – LOW)	BOTTOM 10 (LOW – HIGH)
My organization requires us to perform PMCS inspections before, during, and after all operations.	Morale and motivation in my organization are high.
Leaders in my organization enforce the use of Personal Protective Equipment (PPE).	My organization is not over-committed.
Safety policies are clearly defined in my organization.	Fatigue rarely degrades performance in my organization.
Leaders/Supervisors encourage reporting of safety discrepancies.	I am provided adequate resources (e.g., time, staffing, budget, tools, and equipment) to accomplish my job.
My organization has a reputation for high-quality performance.	Down time and rest period policies are enforced in my organization.
My organization's members incorporate risk management into daily activities.	My organization has enough experienced personnel to perform current tasks.
Individuals in my organization are comfortable reporting safety violations, unsafe behaviors, or hazardous conditions.	Leaders/Supervisors in my organization care about my quality of life.
My organization adequately trains our personnel to safely conduct their jobs.	My organization has a safety council and conducts safety meetings.
Personnel within the organization are licensed and trained to operate equipment.	Violations of SOPs and safety rules are rare in my organization.
Our leadership ensures that personnel in my work area are knowledgeable of all safety policies and procedures.	My organization's members avoid cutting corners to accomplish their job/mission.

Some examples of responses to the question "The most important action(s) my unit can take to improve safety is/are …" are below:

- A NCO trying to make me get licensed on a vehicle I'm not comfortable with driving.
- Go to an M4 range where the unit has 3 negligent discharges and 1 of them was unreported OIC refused to stop the range because they had to waste all of the ammo to make turn in easier.
- Knowing a vehicle is safety deadlined and being told it was circle X'd and to drive it out regardless of obvious safety risks.
- Operating unserviceable equipment to complete the job.
- The floors need to be fixed. They're a bad tripping hazard.
- We work in a Chromium 6 environment lots of hazardous chemicals we are exposed to daily.
- Develop a venue to speak with leaders on a recurring basis about their concerns and provide the ability for follow up.
- Be more involved in doing checks more than just right before the safety inspection.
- More PMI training with weapons and creating more classes for weapons training and vehicle training. Definitely need more PMI training for the new IWQ course.
- Improve mission planning process / equipment so it is less time consuming and allows people to focus on knowledge base and individual flight rehearsal.
- Continue to enforce the training programs while relooking SOPs and revising them as TTPs are changed.
- Continue to do safety briefs regularly and continue to implement risk management in all training events as we do.
- Enforce proper maintenance practices, ensure supervisors are directly involved with junior members, and stop allowing phases to be pushed out too early.
- Develop a BN drivers training program and re visit the range policies.



- Annual review of the safety guidelines and review RISK assessment before training events.
- Ensure battalion and brigade has capabilities of ensuring personnel are licensed to operate lmtv's, government vics, duty trucks, etc.
- Provide us with funding for equipment, parts, training, Maintenance, and get us what we are supposed to have. We're not asking for more than We're supposed to have We're just asking to give us what we NEED to perform our job.

While program software does provide a score rating, the Soldiers' write-in comments provide individual commanders with specific issues to address within their formation.

In addition to information with specific concerns about the formation, the ARAP software monitors 65 high-risk words. Examples include abusing, assault, bully, die, kill, murder, rape, shoot, suicide and toxic, just to name a few. When anyone taking the survey mentions these words, the system automatically sends an email to the ARAP team, which contacts the unit commander immediately. While the program is anonymous, demographics can be used to narrow the comments down to a specific population to assess. On multiple occasions, commanders were able to identify high-risk Soldiers and get them the help they needed or to prevent inappropriate activity.

In FY21, the physical construct of ARAP underwent a significant transition to provide a more holistic and open assessment of unit climate. The Enhanced Army Readiness Assessment Program (eARAP) software launched 15 March 2021, with the first eARAP debrief occurring 19 May 2021. As of 30 September 2022, almost 900 units had enrolled in the new eARAP program. However, the data elements in eARAP are different. Information now focuses on the following safety categories: Organizational Processes, Organizational Climate, Resources, Supervision and Safety Programs.

Analytical data for eARAP is in its infancy. As more organizations and units make the transition to the new system daily, the database for comparison will grow. As this new dataset develops, USACRC analysts continue to provide confidential outbriefs to commanders and will have deeper pools of data for comparison.

Some of the enhancements included in the new eARAP focus on enhanced functionality at the unit level and from higher commands. At the unit level, battalion commanders have the ability to add three unit/organization-specific questions to the survey (tailored to the organization) and conduct company-level analysis. At the brigade and higher level, commanders can request a higher command code that allows viewing of aggregated data for subordinate organizations under the "Commander's Charts" tab and deeper analysis down to the company level. This includes

statistical analysis as well as write-in comment access. Unit commanders can "share" their commander's code with their safety professionals to allow access to current data. The allows for deep dives into specific concerns and comments and provides near-real-time information.

Additionally, higher-level commanders can view the status of compliance for each of their subordinate battalions, progress toward completion and debrief status. This enables commanders to address overall safety issues that permeate their entire formation by:

- Assisting with meeting periodic annual safety objectives.
- Assessing established policies/procedures.
- Assisting with delegation of limited resources.
- Identify leading indicators for future safety strategy that facilitates cultural change.
- Receiving an aggregate confirmation or validation of the safety climate from subordinate units (perception is reality).

Special-Interest Areas

ODASAF continued assessments in special-interest areas, including ammunition and explosives, chemical agents, radioactive materials and radiation-generating devices. The special-interest survey program is designed to identify trends, inform senior Army leadership of successes and shortcomings in these high-risk areas, and assess implementation and effectiveness of the Army Safety Program in these areas. ODASAF conducted five special-interest surveys in FY22, selecting the following commands and activities from across the spectrum of Army operations:

- Redstone Arsenal
- Fort A.P. Hill
- Yuma Proving Ground
- McAlester Army Ammunition Plant
- U.S. Army Pacific

Surveys of ammunition and explosives activities highlighted the continued progress made in explosives safety program management and competencies. Explosives Safety Management Programs (ESMPs) developed in accordance with AR 385-10 are effective in managing explosives safety programs, although ODASAF has noted opportunities for clarification of requirements which will improve the quality of ESMPs and ease the burden of their development. The Fort A.P. Hill ESMP is recommended as a model for small installations. Since first employed in 2015, use of the 0017 Explosives Safety Specialist job series has been slow to gain traction. The 2022 special-interest surveys demonstrated that, where their use is justified in commands and activities with an explosives safety workload in excess of half a man-year, the knowledge and experience provided by a 0017 Explosives Safety Specialist pays big dividends in explosives safety risk and program management. ODASAF is working with the U.S. Army Technical Center for Explosives

Safety (USATCES) and Army commands to expand use of 0017 job series as well as explore options for enhancements to 0017 professional development.

Commands with strong coordination/collaboration between explosives safety specializations (safety, quality assurance specialists – ammunition surveillance [QASAS], ammunition management, and ammunition warrant officers) have demonstrably better ESMPs, better compliance with explosives safety requirements and better coverage of responsibilities, and improved risk management. ODASAF will work with these communities to leverage collaboration and provide cross-functional development.

The FY22 special-interest surveys highlighted the value safety professionals bring to integration of explosives safety into deployment planning and minimizing explosives risks. Involvement of safety professionals in exercises provides opportunity for hands-on training for planning and execution of safety in deployed environments, which prepares for and significantly mitigates risks during deployments, and is crucial in identifying gaps in safety policy and standards.

Infrastructure issues continue to present challenges to safe Research, Development, Testing and Evaluation, production, storage and transport of ammunition and explosives, but planning, design and construction of improvements are being pursued. Of particular note are modernization efforts within the production community. When safety professionals are active participants in master planning and construction reviews, explosives safety violations are identified and mitigated in the planning phase, presenting significant cost savings and eliminating risk exposures. Collaboration between explosives safety and master planning professionals at Yuma Proving Ground is noted as a best practice.

During the FY22 special-interest surveys, ODASAF noted opportunities for increased use of system safety management and practices in mitigating explosives risks in design and operational activities, to include use of enhanced hazard analysis techniques, use of software system safety in software-based control systems, and implementation of process safety management. ODASAF is working with USATCES and the system safety community to develop policy and training in these areas.

The Army's radiation safety program is meeting all program requirements, with mission support from Army health physicists (77 1306's and 67 AOC 72A's), overseeing 44 Nuclear Regulatory Commission (NRC) licenses. The program added two Army health physicist fellows in FY22 and updated the annual health physics training requirements. The goal of the Army radiation safety program is to reduce the exposure to radiation as low as reasonably achievable and ensure the radiation safety officers (RSOs) are qualified, trained and appointed in writing. The emphasis is on proper oversight of radiation safety programs across the installations, with focus on inventories, training, proper transportation, and disposal of radioactive material, and meeting the NRC license requirements. ODASAF tracked 20 radiological events across the Army in FY22, to include seven routine NRC in-person inspections. The U.S. Army Dosimetry Center processed over 10,500 dosimeters, with no ionizing radiation overexposures. The Army is currently transitioning to linear accelerators to replace radioactive source-based mobile vehicle and cargo inspection systems to reduce the overall radioactive material footprint. The Army completed the Department of the Army Inspector General (DAIG) Corrective Action Plan (CAP) addressing the Army's ionizing radiation safety program. The DAIG completed a systemic inspection of the Army laser safety program (ALSP) in FY22. The DAIG ALSP report recommends increased oversight through inspections and training. ODASAF will address the recommendations through a CAP. The Army radiation safety program completed the FY22 annual NRC licenses environmental liabilities packages with an estimated liability of $4.6 billion. The Army worked with the services, the office of the secretary of defense, and federal agencies to complete the 2022 Radiation Source Protection and Security Task Force Report to the President and Congress. The Army radiation safety program transferred six NRC licensees to the Defense Health Agency. FY23 will bring new challenges for the ionizing and nonionizing radiation safety program with the transition of six Army health physicists and additional U.S. Army Public Health Center staff to the Defense Health Agency.

SafetyNet

Launched in the early spring of 2021, SafetyNet has rapidly grown from less than 50 users to more than 3,100 and serves as the Army SOH community's exclusive online collaboration forum. Using the Army Enterprise Access Management Service login protection, users employ two key features to connect with users: Community Q&A and Community Discussions. Both allow for the free-flowing exchange of information and collaboration behind the Common Access Card (CAC) firewall. SafetyNet currently has 263 interactive discussions happening within its seven distinct communities: Aviation, Career Program-12, Off Duty, On Duty Ground, Tools, Training and Education, and Workplace. Information sharing and collaboration are critical to preventing loss across the Army. SafetyNet continues to provide the premier web-based platform to meet the needs of the Army SOH community.

Recommendation Tracking System

The Army investigates and reports mishaps to determine findings and provide recommendations for the prevention of future mishaps. While it is important to know what caused the mishap, nothing has more impact at preventing future mishaps than Army-level recommendations. The quality and feasibility of any Army-level recommendation depends a lot on the quality of the investigation. However, the timeliness and implementation of those recommendations relies on following a regulatory requirement to staff, adjudicate and respond in a timely manner. This staffing process is known as the Recommendation Tracking System (RTS) and involves close coordination between the USACRC and the tasked Army-level headquarters. The efficiency of the RTS process continued in FY22 from the success of the previous year's addition of the RTS working group (WG) and the use of the Task Management Tool/Enterprise Task Management Software Solution to assign Army-level recommendations. With the use of this process, we achieved our primary goal of eliminating the backlog of Army-level recommendations. The purpose of the RTS WG is to review Army-level recommendations for submission to the Department of the Army (DA)-level agency for resolution or to close those recommendations which were not substantiated, were no longer Army-level recommendations, or had been resolved through other means. For FY22, 396 recommendations were reviewed and 141 were assigned to the appropriate Army-level headquarters using the Army's Task Management Tool. Due to this process, 156 recommendations were closed. Lessons learned from the RTS WG process are currently being incorporated into the development of the RTS module, which will complement the MNMR tool in ASMIS 2.0.

Safety Training and Education

The USACRC's training directorate was awarded a rating of Accredited by Headquarters, U.S. Army Training and Doctrine Command, this year against Army Enterprise Accreditation Standards with a score of 94.7%. We apply continuous evaluation to maintain standards and make necessary improvements. Our faculty and staff consistently seek professional development opportunities to retain expertise and relevance. One of our instructors won the United States Army Aviation Center of Excellence and Fort Rucker Instructor of the Year for FY22 and will represent the USACRC in the TRADOC Instructor of the Year competition.

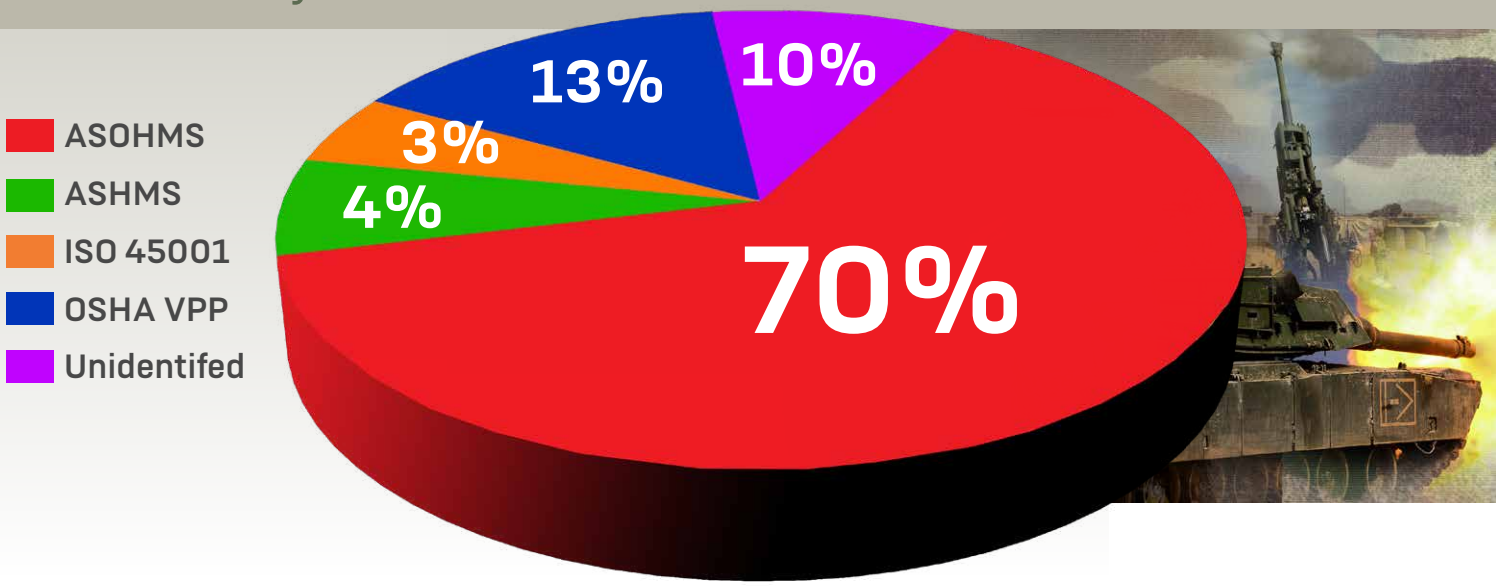
In FY22, the USACRC Training and Education Directorate (TED) graduated 392 students, or 88% of the allocated quotas published in the Army Program for Individual Training, in our resident courses: 210 in the Aviation Safety Officer Course, 163 in the Ground Safety Officer Course, and 19 in the Army Mishap Investigation Course. Our course content continues to evolve and improve, with recent revisions reflecting the latest changes to SOH regulatory guidance, mishap

investigation techniques, and Army Safety Management Information System (ASMIS) tools and techniques. As the Army implementation date of October 2023 approaches — which mandates use of ASMIS Hazard Management and Assessments, Surveys and Inspection modules — TED will continue facilitating monthly virtual Teams training sessions available throughout the Army.

Nearly 136,000 Soldiers and DACs enrolled in our 18 different online SOH and Risk Management Distributed Learning (DL) courses hosted on the Army Learning Management System, and over 110,000 graduated in FY22. Development of three DL courses continues to be on track for fielding in the third quarter of FY23: the Unit Safety Officer Course (new-replacing Additional Duty Safety and Collateral Duty Safety Courses), Risk Management Basic (revised-combining and replacing Risk Management Soldier and Civilian Courses), and Risk Management Operational (revised).

In the newly redesigned tactical and functional Pre-Command Courses at Fort Leavenworth, Kansas, the USACRC facilitated the Risk Management for Commanders class to 500 battalion and brigade commanders.

Figure 10. SOHMS Implementation Across Army Commands



Safety Assistance Visit Outreach Program

In FY22, the USACRC continued its success and expansion of the Safety Assistance Visit (SAV) outreach program in support of the commanding general's communication lines of effort. This initiative has been a proactive campaign to provide relevant loss prevention material to active components, National Guard, Reserve units, and multiple inter-service agencies such as the U.S. Coast Guard and U.S. Customs and Border Protection. While mishap investigations determine why a mishap occurred, the goal of the SAV outreach program is to prevent the mishap from happening. To do this, the USACRC targeted units preparing for high-risk training, capstone training events or mobilizing for regionally aligned force missions. The SAV outreach teams would then develop specifically tailored products and visit the unit to provide relevant mishap trend analysis and mitigation strategies they could implement in planning for their high-risk training events. The tailored products varied based on the mission, but the SAV team typically highlights possible trends based on historical data as well as discuss causal findings identified during centralized accident investigations. Additionally, the SAV team provided lessons learned and recommendations from previous investigations and shared possible strategies the organization may implement to safeguard against future mishaps. In FY22, the USACRC SAV teams conducted visits to units at 46 locations across the Army with a total of 7,672 Soldiers in attendance. Just like FY21, all SAVs conducted in FY22 were paid for by the USACRC. We look forward to sustaining this beneficial loss prevention initiative in FY23.

Strategic Programs

Army Safety and Occupational Health Management System (FY22)

The ASOHMS implementation initiative continued to make progress in FY22. The directive and implementation framework completed the staffing review and was submitted for approval by the Secretary of the Army. Once signed and published, all Army commands will begin full implementation of command-specific Safety and Occupational Health Management Systems (SOHMS), with the goal of being fully integrated within existing mission requirements by the end of FY28.

As of 1 October 2022, 90% of Army commands have identified a SOHMS standard and began their implementation process. ASOHMS is the internal Army framework designed to seamlessly integrate into how the Army is structured and encompasses 70% of the implementing commands (Figure 10). Other published consensus standards are available for commands to use, with 26% of commands pursuing other management systems strategies that align to fit their mission-specific needs. Most of these commands are part of the organic industrial base with

a large percentage of their work relating to traditional manufacturing and process-oriented tasks.

In FY22, the U.S. Army Corps of Engineers, Engineering and Support Center in Huntsville, Alabama, and the U.S. Army Materiel Command's Blue Grass Chemical Activity were both recognized for their accomplishments in receiving the Army SOH Star for sustainable safety management systems within their organizations. Their accomplishments mark the first two Army commands to receive recognition for meeting all sustainment criteria outlined in the ASOHMS framework. These commands are leading the Army in rethinking how we can more effectively manage the safety and well-being of our service members and civilian personnel. In addition to the FY22 accomplishments, 30 commands currently meet safety management system recognition through the Army Safety Health Management System (nine) OSHA VPP (15) and the ISO 45001 (six) standards.

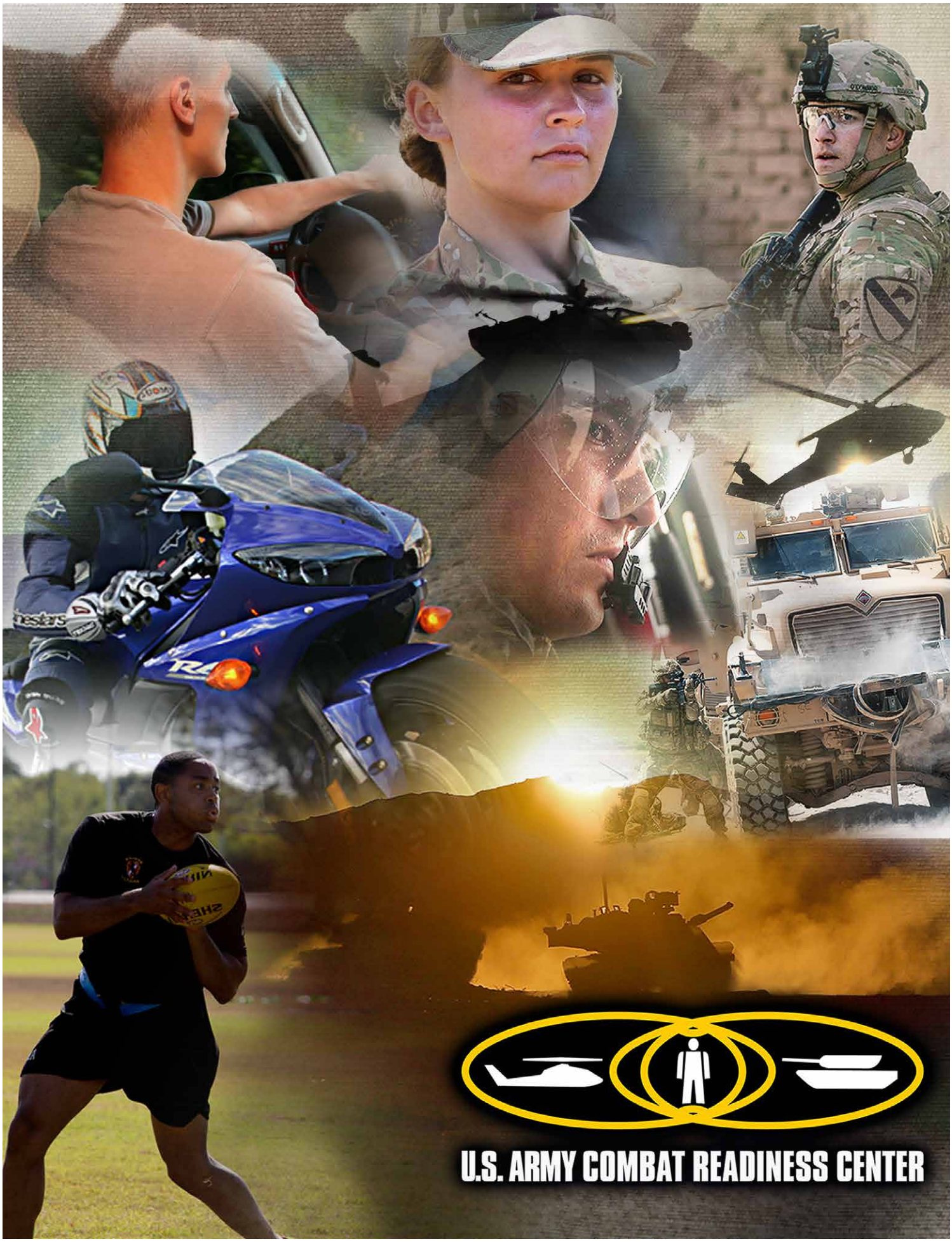
As commands gain momentum in implementation of their management systems, the benefits of a stronger and more effective Army safety culture will highlight the value in reshaping how the Army proactively addresses safety and operational risk in meeting its commitment to the People First strategy and increased readiness. ODASAF looks forward to supporting implementation efforts and will continue to coordinate training and assessment support as well conduct monthly ASOHMS working groups as a forum to collaborate and share information on how to successfully meet the Army's FY28 goal of full implementation. Commands interested in requesting support in FY23 should work through their SOHMS champion or contact the ODASAF at usarmy.pentagon.hqda-aso.mbx.army-safety-office@army.mil.

Safety Occupational and Environmental Health (SO&EH) Strategy 2020-2028

The SO&EH Strategy establishes SO&EH priorities through FY28 and focuses on safety and health modernization across all Army commands and organizations. This builds on the Army Environment, Safety and Occupational Health Strategy 2025 by establishing additional objectives and performance measures and designating Army organizations with "lead" and "support" roles for each objective. The SO&EH's objectives emphasize the use of modern practices and technology systems to better anticipate, recognize, evaluate and control hazards that pose risks to our most valuable assets — thus transitioning from a reactive safety organization to a proactive approach to managing safety. The SO&EH Strategy has two goals: Enhance Army Readiness through Safety and Occupational Health and Enhance Army Readiness through Occupational and Environmental Health. Lead and support organizations for each objective are identified. Those organizations assigned a "lead" role are tasked with the primary responsibility for creating plans and monitoring progress until completion. Lead organizations coordinate with support organizations to facilitate planning and execution. Annual SO&EH goals are established to ensure success for implementation of the SO&EH Strategy. Safety and health excellence requires proactive engagement by leaders, Soldiers, DACs and contractors. We succeed when all of us are advocating for and focused on preventing unsafe and unhealthful events or conditions that lead to mishaps.

Conclusion

On 1 October 2022, one of the USACRC's most senior civilian employees stated he needed to retire immediately, as it will be very difficult to replicate the success evidenced in the FY22 mishap statistics. So many record-low numbers in Soldiers lost and equipment damaged or destroyed will indeed be difficult to improve on, but we must. We must remember that all the efforts, all the counseling, and all the risk management still resulted in 82 Soldiers and two civilian lives lost. Each of those losses is a personal tragedy for a family, unit and group of friends. We must strive to do better. The success we achieved in FY22 shows that we can move the needle in the right direction when we want to.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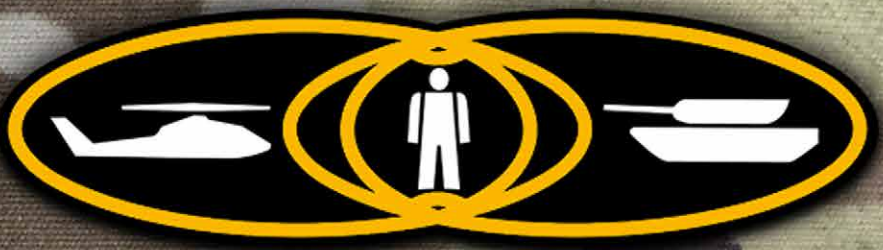

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