



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 2ND INFANTRY DIVISION  
UNIT #15041  
APO AP 96258-5041

REPLY TO  
ATTENTION OF:

EAID-CG

MAR 21 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Letter #11-1, Command Safety Philosophy

1. This policy supersedes 2ID Policy Letter #2, Division Safety, 8 Jan 08. This policy remains in effect until rescinded or superseded.
2. References:
  - a. DoD Instruction 6055.1, DoD Safety and Occupational Health Program, 19 Aug 98.
  - b. DoD Instruction 6055.07, Mishap Investigation, Reporting and Recordkeeping, 24 Apr 08.
  - c. AR 385-10, The Army Safety Program 7 Nov 08.
  - d. FM 5-19, Composite Risk Management, 21 Aug 06.
  - e. USFK Reg 385-1, United States Forces Korea Safety Program, 28 Sep 09.
  - f. USFK Command Policy Letter #2, Command Safety, 22 Sep 08.
  - g. AK Rcg 385-10, Eighth United States Army Safety Program, 15 Aug 08.
  - h. 2ID Reg 385-10, 2<sup>nd</sup> Infantry Division Safety Program, 22 Aug 11.
3. This policy applies to all Service Members, Civilian employees and Family Members assigned or attached to 2ID.
4. I am the Safety Officer for the 2<sup>nd</sup> Infantry Division. Our achievable goal is no loss of life through needless accidents. This policy provides my guidance and articulates my expectations for Commanders and Leaders in the execution of safe operations and in influencing the personal behavior of our Service Members to create a safe environment on and off duty.
5. Accidents are impediments to training, mission readiness and morale, and can have serious negative impact on our relationship with our host nation. Every accident is preventable. While calculated and mitigated risk-taking may be necessary to accomplish our training and operational requirement, taking unnecessary risks with people's lives and military equipment is irresponsible. Leaders must apply sound composite risk management procedures in all operations, to ensure that realistic training and routine daily missions are accomplished to standards without injuring personnel or destroying vital equipment.

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a. I am totally committed to the safety and well-being of every Soldier, Airman, Civilian Employee and Family Member in this command. We all must share this major stewardship role as leaders. This commitment to the well-being of our personnel is wide ranging. It includes the combat readiness of our military personnel, their physical and mental well-being, training and personal and family readiness. It is a 24 hour a day, 7 day a week requirement and responsibility – on and off duty. Our philosophy just be overarching but simple: supervise, educate, reduce risk and maintain a constant vigil to eliminate conditions, practices and habits that threaten the safety of our people.

b. Establishing a command climate that encourages and rewards safe behavior and performance by all personnel in the command will serve as an enabler to readiness, on and off duty risk assessment and risk mitigation must become a daily leader habit. Open and continuous communication between Service Members and leaders will work to achieve that mission. Leaders at all levels must lead the way in changing behavior to reduce accidents. It is especially important that leaders penetrate through their echelons of command to empower, influence and hold accountable subordinate leaders, especially first line supervisors. First line supervisors are best positioned to impact on our highest risk group, young Service members in the grade of E5 and below. As such, Commanders will comply with the following:

(1) Under the Oak Tree Counseling: We must remain vigilant and decisively engaged to ensure that young Service Members avoid risky behavior.

(a) For on duty activities, we can only reduce risk by effective and impact oriented leader supervision of Service Members' activities. We must also make safety and composite risk management a topic of discussion and a point of evaluation in our counseling of our subordinates.

(b) For off duty activities, we can best impact service members' behavior through "Under the Oak Tree" Counseling. With this counseling, first line leaders gain a verbal contract with their subordinates before long weekends, holiday, passes, leaves and other identified periods of high risk. First-line supervisors will meet with subordinates to discuss and set conditions for their off duty plans.

(c) This process ensures that leaders are aware of the Service Members' plans and have made a mutual, verbal contract on the steps to be taken to manage identified risks. This is NOT a paper/record keeping program, but one that requires first line leaders to be directly and personally involved in the subordinates' off duty risk assessment and risk mitigation. The "Under the Oak Tree" counseling is the best way for first line supervisors to impact the behavior and person decision making of subordinates. This policy also applies to military members managed by civilians. Sponsors should consider adopting a similar risk identification and management program for their families.

(2) Safety Campaigns. I will issue semi-annual safety campaign directives that define and target specific risks and program structure. Commanders will establish directives that implement the intent and specific requirements of these campaigns.

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(3) 2ID Commander's Safety Council. The 2ID Commander's Safety Council is a forum for discussing safety problems and keeping Commanders informed on the status of the Command's accident rates, prevention programs, policies and initiatives. Meetings are conducted quarterly and attendance is mandatory for 2ID Commanders two levels down and their senior enlisted advisors. These meetings are my personal "Under the Oak Tree" opportunity to communicate directly with Commanders and emphasize issues that affect our risk posture. The following enclosure provides more information.

(4) Fatal Accident Out Briefs. Brigade Commanders will brief me on all fatal accidents within 21 days of their occurrence or upon completion of Safety Investigation Board findings. Within 21 days after a fatal accident, the Brigade Commander will give me a verbal After Action Review (AAR) and a written summary of the AAR. All relevant lessons learned must be shared throughout the 2ID area of responsibility through Commander's calls and safety council meetings. 2ID Command Safety Office will be the repository of all fatal accidents and will publish Warrior Safety Grams and disseminate throughout 2ID to apply lessons learned and prevent recurrence.

(5) Command Involvement. As the 2ID Safety Officer, I charge each Commander and Leader in the chain of command with the same responsibility. Commanders should always analyze each incident or accident and take appropriate action to prevent recurrence. Commanders will also ensure that all safety violations are identified and corrected to prevent accidents from occurring. Together, we can accomplish our mission requirements and stewardship responsibilities – avoiding preventable losses and operating in a safe accident free environment – on and off duty.

(6) Safety Awards Program. Safety Awards Program guidelines are located in 2ID Policy Letter #1-1, 2ID Award Policy.

6. Questions regarding this policy or the 2ID Command Safety Program should be directed to the Command Safety Office, DSN 732-7032.

Encl  
Quarterly Commanders' Safety Council



EDWARD C. CARDON  
Major General, USA  
Commanding

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## 2ID QUARTERLY COMMANDER'S SAFETY COUNCIL

1. Purpose. To enhance readiness by heightening interest, gaining command engagement, sharing lessons learned and directing the use of the operational risk management process to detect and eliminate or control risk to mission, equipment, facilities and personnel.
2. Background. I am initiating the 2ID Commanders' Safety Council, which I personally chair. My goal is to ensure command leadership involvement in directing an effective accident prevention program. I am committed to reducing accidents and saving lives, and I expect every leader from the first line supervisor to the highest levels of command to be committed to this effort as well. The Council provides a focal point for oversight, coordination and direction of the 2ID Accident Prevention Plan.
3. Discussion. The Council is a forum discussing safety problems and keeping commanders informed on the status of the command's accident rates, prevention programs, policies and initiatives. 2ID Command Safety Office personnel will continually monitor Division, Brigade and Battalion level operations and provide safety updates with safety observations/concerns during Command and Staff meetings. Accident trends, training events and seasonal safety issues will be discussed at the quarterly safety councils, and will take place prior to EUSA and USFK safety councils that are held semi-annually. This Council can meet more frequently at my discretion.
4. Membership. 2ID Commanders two levels down and their Senior Enlisted Advisors are designated as members of the 2ID Commanders' Safety Council. Attendance, eight in person or by video teleconference is mandatory for members unless otherwise authorized by myself or the 2ID DCG (M), DCG (S) or Chief of Staff.
5. Duration of Committee. This charter will continue until superseded.