DEPARTMENT OF THE ARMY
MISSISSIPPI VALLEY DIVISION, CORPS OF ENGINEERS
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REPLY TO
ATTENTION OF:

S: 15 January 2005

CEMVD-DE

MEMORANDUM FOR

Commander, St. Paul District
Commander, Rock Island District
Commander, St. Louis District
Commander, Memphis District
Commander, Vicksburg District
Commander, New Orleans District

SUBJECT: Safety Management Action Plan (SMAP) FY 05-06 - Command Leadership

1. Reference memorandum, CESO, 24 May 2004, subject: Safety and Occupational Health Emphasis - Command Leadership (encl 1).

2. The referenced USACE Commander's memorandum discusses the Presidential "SHARE" initiative and the Secretary of Defense challenge to reduce mishap and accident rates by 50 percent over the next 2 years. It challenges the Corps to reduce accidents, lower workplace and lost-time injury rates, improve reporting of accidents and injuries, and decrease the time away from work due to injuries. It also forwards the USACE SMAP for FY 05 and 06 and institutes new metrics for the safety and occupational health program. I fully support these objectives and expect the Mississippi Valley Division to be aggressive and proactive in adopting innovative methods to achieve these reductions in accidents and injuries.

3. Enclosure 2 is the Mississippi Valley Division Safety Management Action Plan (MVD SMAP) for FY 05 and 06. It is keyed by paragraph numbers and bold type to the USACE SMAP. I want to stress several of the items in the SMAP.

a. District Commanders are responsible for and must be personally involved in the Safety and Occupational Health program. We cannot significantly reduce our accident rates without Command Leadership. Specific Commander Responsibilities are identified in the SMAP.

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b. Hazard analysis and risk management must be incorporated into every aspect of our mission. We must identify, manage, and control those hazards which have the potential to result in injuries to our employees, our contractors, and the visiting public.

c. Commanders must assure that accidents are promptly reported and thoroughly investigated in accordance with USACE requirements and my guidance.

d. Risk assessment and a review of past accident experience will be used to identify high-hazard activities. Those activities will be targeted by Commanders to eliminate, minimize, or mitigate risks.

4. Request you forward your milestones for accomplishing this SMAP by 15 January 2005. I plan to make this a topic to be reviewed quarterly during Regional Command Council meetings. With your personal involvement we will make a difference.

2 Encls

ROBERT CREAR
Brigadier General, USA
Commanding

MISSISSIPPI VALLEY DIVISION
SAFETY MANAGEMENT ACTION PLAN (SMAP)
SMAP 2005-2006

Commander's Intent. The Mississippi Valley Division (MVD) will aggressively strive to meet the new metrics established for accident reduction in the Consolidated Command Management Guidance. We will be proactive in identifying those conditions with accident potential and take aggressive action to eliminate or reduce risks. We will investigate and analyze accidents and make management and/or supervisory changes as needed to prevent a recurrence. We will institutionalize the corrective actions and share the lessons learned. Safety will be in the forefront in all we do.

Commanders will be personally involved in the Safety and Occupational Health Program. We will be the Safety Officers for our Commands.

Commanders shall ensure that sufficient resources are available to execute the SMAP. Districts should consider leveraging their safety and occupational health (SOH) resources by contracting for specific safety and occupational health tasks, the increased use of Corps Centers of Expertise, and sharing other District's SOH resources.

The Division Commander will:

Hold District Commanders accountable for their District's SOH programs.

Include SOH in presentations, Town Hall meetings, site visits, and at other opportune times.

Provide regional SOH guidance and direction.

The HQ-Forward Safety Manager will:

Monitor accomplishment of action items in the MVD SMAP.

Compile and analyze accident data for government and contractor employees in MVD. Use this to identify high-hazard areas, trends, and program deficiencies. Also use this to assist with countermeasure strategies and to share lessons learned to preclude similar accidents.

Keep the Commander apprised of safety issues and concerns.

Establish a Regional Safety and Occupational Health Council that will address SOH issues and provide recommended guidance and direction to the Division Commander. (Composition - Division/District Deputy Commanders and SOH Managers.)

Perform SOH management evaluations/command inspections of MVD.

Periodically update the MVD SMAP to include new safety initiatives and lessons learned and to assure it remains aligned with USACE objectives.

Assure that Special Boards of Investigation (SBI) are appointed and fielded to investigate fatalities and serious accidents as defined in AR 385-40. The HQ-Forward Safety Manager will write an appointment letter for the Division Commander's signature. The appointment letter will identify the members of the SBI, to include a chairperson from a District within MVD other than the District experiencing the fatality or serious accident, and at least two other members having technical expertise in the area of the accident. The HQ-Forward Safety Manager will serve as advisor to the SBI and will assure that the SBI's report is furnished to the Division Commander within 35 days of the accident.

Recognize and celebrate excellence in safety through regional awards programs and ceremonies.

Develop a standardized Regional Safety Management Evaluation format to evaluate safety program execution at the District and Project level.

MVD Staff will:

Assure that safety and health is an integral part of the business processes for mission accomplishment.

Assure that safety and health are being integrated into all PMPs and PgMPs.

District Commanders will:

Establish milestones as applicable to track the execution of the MVD SMAP for FY 05-06. Conduct quarterly reviews of those milestones to assure objectives are being met.

Target areas of improvement based upon a review and analysis of past accident experience.

Require Division and Separate Office chiefs to personally brief the details of all injuries and accidents that occur within their area of responsibility and their action plans to prevent similar accidents.

Assure that all reportable accidents are properly investigated and that appropriate countermeasures are implemented.

Assure that fatalities and serious accidents, as defined in AR 385-40, are briefed to the Division Commander (and then the USACE Commander for government fatalities) in a timely manner.

Speeches

Assure that safety is identified as a priority in speeches, staff meetings, and field visits.

Training

Based on a review of past accident experience, assure that areas of performance weakness in safety are identified and that employees are trained to proficiency in those areas.

Assure that mandatory safety training is provided to employees in accordance with the authority requiring the training and that a tracking system is in place to monitor the training.

High-Hazard Activities

Assure that a risk assessment process is used to identify high-hazard activities and that the hazards associated with those activities are minimized. High-hazard activities are those activities which offer the potential for serious injury to workers.

Inspections

Assure that a program of SOH self-inspections of Corps facilities by project personnel is implemented and that the frequency of self-inspections is at least annual.

Assure that District safety and occupational health personnel conduct annual SOH inspections of government facilities and

activities. Areas identified thru risk assessment as having a high hazard should be inspected at least twice a year.

Assure that the SOH staff conducts annual safety management evaluations at the project level. These safety management evaluations will use a standardized format to evaluate safety program execution.

Celebrate Successes

Recognize excellence in safety performance.

Share safety initiatives and safety successes with other Districts.

Civilian Employee Accident Prevention and Loss Control

Assure that hazard assessment and risk management is applied to all activities.

Ensure that an effective light-duty program is in place.

Assure that Activity Hazard Analyses and Position Hazard Analyses are being updated and used.

Assure that safety briefings are occurring during all site visits and that visitors are equipped with the proper safety gear.

Establish and sustain a program to meet or exceed the Presidential-directed reduction of Civilian Employee Lost Time Accidents as identified in the following metric:

Civilian Employee Lost Time Rate

$$\frac{\text{Number of Lost Time Accidents} \times 200{,}000}{\text{Hours Worked (RM Manpower Database)}}$$

CMR Metric (Presidential SHARE Initiative)
Requirement: Presidential goal of 3 percent reduction (USACE has selected 5 percent annual reduction per year for FYs 05- 06
Databases: USACE (manpower) and DOL (number of lost-time accidents for each USACE command)
Metrics:

FY 05	Green 1.10 or less	Amber = 1.11-1.27	Red = 1.27 or greater
FY06	Green 1.05 or less	Amber = 1.06-1.22	Red = 1.22 or greater

Target rates are based on the mean of our accident experience for FYs 1998 through 2003 with one standard deviation applied for the Amber range and two standard deviations for the Red

Establish and sustain a program to meet or exceed the SECDEF Lost Work Day Rate Target as identified in the following metric:

Civilian Employee Total Lost Day Rate (OWCP)

$$\frac{\text{(COP Cases + LWOP Cases) x 200,000}}{\text{Hours Worked (CEFMS Time and Attendance)}}$$

Requirement: SECDEF reduction goal of 50 percent FY 02 baseline by end FY 05
Database: DMDC (https://www.dmdc.osd.mil/ltwi/owa/lpdr.main)
Baseline: FY 02 Rate = 17.20
Target: End FY 05 Rate = 8.60

Project Management (Focus on Design and Construction)

Assure that contractor accident data is reviewed and analyzed and that this information is considered in designs for constructability and operability.

Assure that SOH is integrated into quality assurance inspections of contract work and that records are maintained of safety inspections, deficiencies identified, and corrective actions taken.

Assure that safety engineering and risk management are integrated early in each project by establishing District policy to include the following as a minimum:

a. Industrial Hygienists will be used on PDTs for projects with any likelihood of chemical or biological contamination to assess the risk and hazards of occupational exposure and to recommend controls, including personal protective equipment.

b. Independent technical review (ITR) team members are responsible for SOH within their specialty. The ITR Teams will document comments and the resolution of all SOH issues.

c. Biddability, Constructability, Operability, and Environmental Reviews will address and consider SOH issues.

d. A SOH specialty team member will be assigned to ITR teams for HTRW projects, renovation projects, or other projects with significant SOH issues or hazards.

e. Unless delegated otherwise, the project manager shall assume responsibility for safety.

Establish and sustain a program to meet or exceed the Contractor Employee Lost Time Rate target as identified in the following metric:

Contractor Employee Lost Time Rate

$$\frac{\text{Number of Lost Time Accidents x 200,000}}{\text{Hours Worked (Provided by USACE Commands)}}$$

Contractor Employee Lost Time Rate

CMR Metric: Quarterly
Requirement: USACE target of 5 percent annual reduction by FY 06 (FY 03 baseline)
Database: USACE
Metrics:

FY 05	Green 0.58 or less	Amber = 0.59 – 0.68	Red = 0.69 or greater
FY06	Green 0.54 or less	Amber = 0.55 – 0.64	Red = 0.65 or greater

Target rates are based on the mean of our accident experience for FYs 1998 through 2003 with one standard deviation applied for the Amber range and two standard deviations for the Red

Public Recreation Safety

Analyze accident data for recreational related public fatalities covering the last 6 years. Use this data to target initiatives at the District and project level.

Establish and sustain a public water safety program to meet or exceed the following metric:

Public Fatality Rate

$$\frac{\text{(Number of Public Fatalities x 1,000,000}}{\text{Visitor Hours}}$$

Requirement: USACE target of 5 percent annual reduction by end of FY 06
Database: USACE CW
Metric:
FY 05 – 0.61
FY 06 – 0.58

Target is based on FY 03 Base Year