



United States Marine Corps
**Safety Campaign
Plan 2002**



Focus on Mission
Accomplishment cannot
be separated from Risk
Management.



Table of Contents

Table of Contents

<i>From the Commandant</i>	2
<i>Introduction</i>	4
<i>Accountability</i>	5
<i>Leadership</i>	5
<i>Executive Safety Board</i>	7
<i>Structure and Staffing</i>	8
<i>Training</i>	8
<i>Operational Risk Management</i>	10
<i>Awards and Incentives</i>	12
<i>Naval Safety Center</i>	12
<i>Mishap Reduction Goals</i>	13
<i>The Road Ahead</i>	17
<i>Resources</i>	19



Marines, last year I challenged you to join me as we ushered in a cultural change throughout our Corps. My intent was to change the way in which we incorporated safety into every aspect of our daily routines, both on and off-duty. Towards this end, I directed that commanders at all levels implement an aggressive Operational Risk Management program. The goal of this initiative was to fundamentally change the way we do business, thereby significantly reducing fatalities and injuries while increasing our combat readiness. Throughout the year, we laid a solid foundation for our cultural change which included the following actions:

The Safety Campaign Plan was published, identifying specific goals to improve our mishap rates and keep our Marines alive.

The Executive Safety Board formed a Core Safety Services Committee in order to aid in determining appropriate levels of staffing and funding for base safety programs.

Safety and Risk Management Training was expanded throughout the Corps, to include incorporation into the Marine Corps Commander's Course, Sergeants Major Symposium, and Non-Commissioned Officers Symposium.

Safety awareness was increased throughout the Marine Corps via weekly and monthly SAFETY FLAGALL messages.

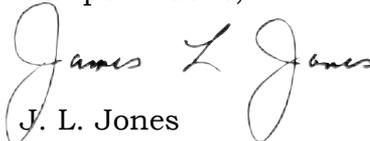
Commanders placed renewed emphasis on holding their Marines and Sailors accountable for violations of safety policy.

As a result of these actions we made significant improvements in reducing our Aviation Class “A” mishap rate and our Private Motor Vehicle fatalities. We were not successful in reducing our on-duty accident rates. In fact, the number of Marines killed and injured on-duty actually rose during this past year.

Our tasks now are to ensure the successes of last year are institutionalized and to bring down our on-duty accident rate. All of us must realize that a unit’s safety program belongs to every Sailor and Marine, uniformed and civilian. Safety is a by-product of professionalism. The key to achieving our safety goals is to instill in our Corps the idea that every member of every unit must maintain a constant vigil against unsafe actions, practices or situations. To succeed, each and every one of us must be held accountable for using sound judgment in the implementation of risk management in our daily activities.

I remain committed to preventing accidental deaths and injuries in our Marine Corps. Our achievements last year in reducing Aviation mishaps and off-duty fatalities demonstrates what we are capable of achieving when we are focused on a common goal. Significant work remains to be done. Leadership, discipline, and teamwork are the tools we will use. Together we saved the lives of a platoon of Marines last year; this year let’s make it two!

Semper Fidelis,

A handwritten signature in black ink that reads "James L. Jones". The signature is written in a cursive style with large, flowing letters.

J. L. Jones
General, U.S. Marine Corps
Commandant of the Marine Corps

“The Commandant of the Marine Corps is responsible for issuing safety instructions which are necessary or appropriate in connection with matters under his technical direction. Commanders are responsible for compliance with prescribed safety instructions and with the elimination or control of all hazards within their commands. Safety precautions and procedures are to be made readily available to all personnel and personnel concerned are to be instructed and drilled in their applicable portions. Where safety instructions are nonexistent or incomplete, necessary safety instructions will be issued and higher authority notified.”

The Marine Corps Manual, Paragraph 1202, 3 May 99

Introduction



As our Nation's Force in Readiness, the Marine Corps maintains a force of highly trained warriors equipped with modern equipment. Although the equipment we use is important, its value pales in comparison to the life of an individual Marine. Each year, we lose the equivalent of a Marine Expeditionary Unit to on- and off- duty injuries and fatalities. Historically, our Corps leads all other services in mishap and fatality rates. This trend must change. Proper application of Operational Risk Management will effect this change.

Training the way we fight means training smart and learning to manage risk.

As we enter the 21st century, we must continue to provide realistic training balanced with a renewed emphasis on operational safety, as preventable mishaps and disregard for safety standards erode readiness and undermine trust. Commanders at all levels, therefore, must establish a command climate in which their force protection measures incorporate safety and risk management in all planning. Towards this end, qualified safety personnel who possess

the experience, training and management tools necessary to identify unsafe situations, and to make recommendations to eliminate hazardous conditions or acts, must be active participants in our daily activities. This effort must include all of our Marines, Sailors, family members, and civilian employees.

Accountability

Accountability is not a new concept in our Marine Corps. Marines have always been held accountable for their actions. We take great pride in our discipline. Therefore, we should inherently understand the basic needs for operating safely and apply that understanding in every decision and act. Success in turn will require that all Marines hold themselves and those around them accountable for their judgment in taking appropriate safety measures both on- and off-duty.



Previously, the Commandant directed that the executive officer or deputy commander within each command be assigned the responsibility for the oversight of the execution of command safety policy. Fitness reports, accordingly, are to include Section I comments on the executive officer's and deputy commander's fulfillment of these safety responsibilities. Likewise, all Marines should be held accountable, as appropriate, for their actions in the execution of established command safety policy and procedures for conduct both on and off base.

Leadership

During FY01, we made significant headway in both aviation safety and off-duty private motor vehicle fatalities. Leadership involvement, from the most junior Marine through all levels of the chain of command played a vital role in our success. However, we have suffered more On-

Duty Ground fatalities than at any time in the last ten years. With continued focus and involvement by all hands, we will reverse the disturbing trends in On-Duty Ground mishaps we experienced throughout FY01. Small unit leaders personal involvement in their Marines' lives and jobs is crucial to reversing FY01's Ground On-Duty Class "A" Mishap trend.



As in all endeavors, the success of any safety program relies on sound, focused, and diligent leadership. Safety is critical to everything we do whether one is in the squad bay, working in the maintenance bay,

participating in field training or tactical operations, or on liberty. Focus on mission accomplishment cannot be separated from risk management and the implementation of appropriate safety measures, whether they are tactical or administrative. Leaders at all levels must understand their responsibilities to be faithful stewards of the lives and equipment entrusted to them. Each must learn from the hard lessons learned throughout the Corps. Accordingly, the Commandant has previously directed that within seven days of any Class "A" mishap, the appropriate commanding officer shall brief the first general officer in the chain of command on the circumstances surrounding the mishap and the steps taken to prevent recurrence. This 'quick look' does not in any way take the place of the required safety investigation into the mishap. The Commandant of the Marine Corps in turn receives an executive summary for every class "A" mishap following the release of the mishap investigation report prepared by Safety Division at Headquarters, Marine Corps.

The Commandant has charged the senior leadership of our Corps to maintain an aggressive interest in the safety and continued health of our Sailors and Marines, uniformed and civilian. Therefore, the following initiative, begun during Fiscal Year 2000, will continue, as part of our proactive approach to risk management and elimination of potential mishaps.

Executive Safety Board (ESB). The Commandant of the Marine Corps (CMC) convened the Executive Safety Board, chaired by the Assistant Commandant of the Marine Corps (ACMC), to provide safety policy and guidance to our Corps. The ESB provides reduction strategies for both on- and off-duty mishaps in order to enhance both unit and individual readiness to ensure that our Corps remains ready to answer our Nation's call. The ACMC directs appropriate staff sections to assist in the development and implementation of policies and programs recommended by the ESB. The board meets biannually and consists of the following members:

- Commanders, Marine Forces Atlantic, Pacific, and Reserves
- Commanding Generals, I, II, and III Marine Expeditionary Forces
- Commanding General, Marine Corps Materiel Command
- Commanding General, Marine Corps Recruiting Command
- Commanders, Marine Corps Air Bases East and West
- Commanding Generals, Marine Corps Bases Camp Pendleton and Camp Lejeune
- Commanding General, Marine Corps Combat Development Command
- Commanding General, Training and Education Command
- Inspector General of the Marine Corps
- Sergeant Major of the Marine Corps
- Commander, Naval Safety Center

Executive Safety Board Tasks

1. Establish policies and recommend proposals to improve safety programs and enhance readiness.
2. Set goals and revise the Marine Corps Safety Campaign Plan.
3. Identify shortfalls in safety programs and training budgets.

Structure and Staffing

Identification of the requirement for safety personnel staffing remains an ongoing challenge. Requirements exist for safety billets based on organizational and installation population, however only the MARFORs, installations, and flying units have primary duty safety billets in their Tables of Organizations (T/O's). We must identify and establish trained safety billets from the MEF down to the battalion and non-flying squadron level, and fill them with appropriately trained personnel. Units will ensure their safety officers are not only trained, but possess the necessary expertise to provide relevant, proactive safety advice and feedback to the command. Core Safety Services have been developed and will become the benchmark for our installations.

Structure and Staffing Goal

While progress was made during FY01, additional efforts are still required and being pursued in order to ensure the proper grade and number of safety billets are established for each unit across the Corps in FY02.

Training

Training plays a vital role in all that we do. Just as we train continually in our chosen profession of arms, safety training must be an ongoing evolution. As leaders, we owe each Marine under our charge the requisite level of knowledge to identify and halt an unsafe evolution. Such knowledge is conveyed in many ways, to include formal classes, on the job training/mentoring, and safety stand-downs. For personnel assigned to safety billets, a myriad of safety courses are offered throughout the year. All personnel assigned to safety billets must complete the required training within 90 days of assignment to the billet and remain in the role for at least one year. All too often, school seats go empty. Knowledge is power, and putting appropriate knowledge in the hands of unit safety personnel is vital to achieving sustained reductions in mishaps.

At a minimum, personnel filling Ground Safety billets, either full time or collaterally, will attend “Ground Safety for Marines Course” and “Mishap Investigation Course” or an approved MARFOR Ground Safety Mobile Training Team course. “Ground Safety for Marines” is a ten-day course providing fundamental training in mishap prevention, safety and occupational health programs. “Mishap Investigation” is a five-day course providing additional training to safety personnel in both mishap reporting and investigation. Additional courses are available.

Aviation Safety Officers will attend “Aviation Safety Officer Course”, given at the School of Aviation Safety in Monterey, California. This six-week course provides aviation safety officers with the requisite knowledge to identify hazards, manage risks, investigate and report hazards and mishaps, develop and administer Command Safety Programs, and certification as an ORM instructor.

Marine Expeditionary Unit Commanders and Aviation Commanders will attend “Aviation Safety Commander Course” given at the School of Aviation Safety in Monterey, California. This six-day course provides a commander’s perspective on safety, to include responsibilities as the senior member of a mishap investigation board, endorsing hazard reports and mishap investigations, the elements of an effective safety program at the commander’s level, and certification as an ORM instructor. Executive Officers may attend this course based upon funding and seat availability.

Training Goals

1. All personnel assigned to safety billets complete basic required safety training within 90 days of assignment.
2. All personnel shall receive safety training appropriate to their level of responsibility and authority.
3. Explore technology-based training initiatives to facilitate meeting the existing requirement in FY02.

“Sizing up opponents to determine victory, assessing dangers and distances is the proper course of action for military leaders.”

Sun Tzu, The Art of War

Operational Risk Management (ORM)

ORM is the process of identifying, assessing and controlling risks arising from operational factors and making decisions that balance risk costs with mission benefits. ORM is not intended to be used as a means to prohibit the execution of a mission. Rather,



it is a process that allows commanders the ability to plan for and control unnecessary risks while still accomplishing the mission. Accordingly, the Operations department in each unit must drive the integration of ORM in the unit's activities. However, all Marines shall apply this same process or mindset into their on-and off-duty activities. Safety and increased readiness are by-products of its application. As noted in Marine Corps Doctrinal Publication 1, Warfighting, "Risk is inherent in war and is involved in every mission." ORM allows the commander to take prudent risks, risks that, if they go wrong, can be recovered from. ORM is still in its infancy within our Corps and we must continue to refine the process. At its heart, ORM increases the ability to make informal yet informed decisions by answering the question, "Do the benefits outweigh the risks?" Safety Investigation Boards will review



the planning process and determine how ORM was applied. An analysis of ORM implementation will be a part of the Safety Investigation Report. Aviation Safety Investigation Reports will perform an ORM assessment in accordance with

OPNAVINST 3750.6. The ORM process is based on the following four principles:

- Accept risk when benefits outweigh the cost.
- Accept no unnecessary risk.
- Anticipate and manage risk through planning.
- Make risk decisions at the proper level.

ORM is a five-step process: Identify Hazards, Assess Hazards, Make Risk Decisions, Implement Controls and Supervise. It is no coincidence that the final step in Operational Risk Management and Troop Leading is supervision. Leaders at each level must consistently apply the ORM process and adhere to the risk management principles. Utilizing ORM during the planning stage enables leaders at all levels to identify hazards and reduce risk more proactively. Identification of hazards found during the planning process provides the commander the ability to emplace controls in accordance with the principles of ORM. Each of us has an obligation to utilize ORM in our on- and off-duty activities.



Operational Risk Management Goals

1. Provide initial and annual refresher training to all Marines and annotate the training in their Basic Training Record (BTR).
2. Apply ORM in all planning and execution stages, for both on-and off-duty activities.
3. Continue to emphasize and refine ORM.
4. MCCDC develops a basic ORM training course and an officer/SNCO course to facilitate training standardization by the end of FY02.

Culture Workshop. The Culture Workshop provides the Commander a snapshot of the unit's culture by listening to its members. Safety within a unit exists on a foundation of trust, integrity, and leadership created and sustained through effective communication. The Culture Workshop is conducted at the Battalion/Squadron level over a two-day period. The workshop involves a facilitator, an officer, and SNCOs and has three basic components: individual discussions, facilitated workshops, and the commanding officer's debrief. The aviation community has an established history utilizing the workshops. Marine Forces Atlantic has taken the lead to prototype a Culture Workshop process for ground units.

Culture Workshop Goal

Identify and train Culture Workshop facilitators by the end of FY02.

Awards and Incentives

The Marine Corps Safety Awards Program provides recognition of commands and personnel for significant contributions and accomplishments made in the field of safety and mishap prevention.

Safety awards will be presented in two categories, Commandant of the Marine Corps awards and awards presented by commands to units and individuals. Just as Marines are held accountable for failures, Marines are recognized for their successes. The Marine Corps Safety Awards Program will provide commanders at all levels the means with which to recognize deserving Marines, Sailors, civilian Marines and units.



Commandant of the Marine Corps Safety Awards will be presented for the following:

- Marine Corps Center of Safety Excellence.
- Marine Corps Superior Achievement in Safety (military and civilian personnel).
- Marine Corps Achievement in Safety.
- Marine Corps Merit Award in Safety.

The Marine Corps Command Safety Awards Program includes the following.

Marine Forces Atlantic, Pacific and Reserve shall establish a safety awards program to recognize the outstanding safety performance of subordinate units and military personnel.

Commands that do not fall under the force commands shall establish a safety awards program to recognize the outstanding safety performance of subordinate units and military personnel.

Naval Safety Center

The Naval Safety Center exists to enhance the warfighting capability of the Navy and Marine Corps by arming our

Sailors, Marines and civilians with the knowledge they need to save lives and preserve resources. The Naval Safety Center employs both active duty and civilians who specialize in various fields, including data analysis, ground and aircraft mishap investigations and continuously strive to improve the safety information provided to the Fleet. Safety Division works in close partnership with the Naval Safety Center, maintaining 22 full time data analysts and mishap investigators there. In addition, Commander, Naval Safety Center, is a member of our Executive Safety Board.

Mishap Reduction Goals

Mishaps are divided into two categories, on and off duty. On duty mishaps are further broken down into ground, aviation and industrial mishaps while off duty mishaps are further divided into private motor vehicle, recreational and other mishaps. Mishap reduction goals were formulated based on Marine Corps mishap statistics for FY99, which serves as the baseline year for the Marine Corps' mishap reduction goals.

On-Duty – Aviation. FY01 was a highly successful year for Marine Corps Aviation. In FY99, the baseline year, Marine Corps Aviation had a total of 17 Class A and B mishaps. FY01 ended with a total of 9 Class A and B mishaps, far exceeding the 25% reduction goal established for FY01.



Continued application of leadership and risk management will enable

Marine Corps Aviation to continue to meet and exceed current mishap reduction goals.

Future Endeavors. Future endeavors to reduce these trends are discussed in the Marine Aviation Campaign Plan. These include time-to-train, Operational Risk Management, the flight hour program, simulation, aviation manning (officer and enlisted), aircraft material condition, and operations, training & readiness.

On-Duty – (Aviation) Goal

Goal: Reduce the number of Class “A” and “B” mishaps by an additional 5% per year through FY06.



On-Duty – Ground. In FY01, we failed to meet the goal of a 25% reduction in Class A and B mishaps. Ground On Duty Class A mishaps occurred almost twice as frequently in FY01 than they did in FY99. In fact, FY01 resulted in more Marine fatalities than any of the past ten years. This is unacceptable and must change. Leaders at every level

must ensure that at a minimum, for every mission and exercise, they have answered the following two questions: “What are the risks of this event or course of action?” and “What have we done to reduce those risks to an acceptable level?” Marines must make a personal commitment to manage risk not only for themselves, but also for their fellow Marines. The goal for FY02 through FY06 remains: a 5% reduction of the number of Class A and B mishaps per year. However, in order to remain on track through FY06, a 30% reduction is needed this FY. This is based on our failure to attain a 25% reduction during FY01 plus the 5% per year reduction from FY02 through FY06.

Future Endeavors. Leaders at all levels must remain engaged in Operational Risk Management. Greater attention must be paid to our on duty activities. Safety cannot be separated from our operational tasks. Although significant progress was made in the last year effecting a cultural change in which we embrace risk management as a Corps, we must expand on the work we have done. Initiatives that convince Marines of the importance of such imperatives as reducing their speed, wearing safety belts, and proper risk management must come quickly, be far reaching, and pervade every aspect of our thought processes. Much of what we do as Marines encompasses significant risk. However, the prudent leader understands the difference between taking a risk and a gamble. Risk Management is a process that enables us to complete the mission while minimizing injury and damage to our Marines and our equipment. Failing to control or mitigate risks tempts fate, and inexcusably places the lives of our Marines at risk.

On-Duty – (Ground) Goal

Goal: Reduce the number of Class A and B mishaps by an additional 5% per year through FY06.

On-Duty – Industrial. Although civilian injuries declined during FY 01, our injuries did not decline enough to meet the goal of a 15% reduction in injuries per year. Civilian Marines continue to incur lost time injuries at double the rate of their counterparts within the U.S. Navy and Federal agencies.

Future Endeavors. While improvements have been made in industrial safety throughout the Marine Corps, additional improvements still need to be made. Trends from the past have no impact on possibilities for the future. Continued emphasis on mishap prevention and safety programs will ensure the trend continues in the proper direction.

On-Duty – (Industrial) Goal

Goal: Reduce the overall occurrence of injuries to our civilian employees by 15% per year through FY06.

Off-Duty – Private Motor Vehicle and Recreational.

FY01 successfully met and exceeded the FY01 traffic fatality reduction goal of 25%. This incredible reduction shows what can be done when each of us remains focused on the mission. However, much work still remains to be done.



Future Endeavors. Just as we incorporate initiatives that will instill a “safety mentality” when working operationally, we must instill that same mentality during off duty time. Initiatives that promote individual risk management during off duty activities are paramount. Individual decisions made by Marines, when off duty, can and do impact unit readiness. The mentality of “work hard, play hard” must be tempered



with an understanding of the potential consequences. Commanders should hold Marines accountable for flagrant violations of existing rules and regulations, such as failure to wear a motorcycle helmet or failure to wear a seatbelt. In addition to the numerous programs that exist to reduce and prevent recreational mishaps, guidance for recreational activities is being developed daily. Ensuring that Marines are well informed is the best tool that we can provide them. MCO 5100.30, the Marine Corps Off-Duty and Recreation Safety Program is under revision and will provide stronger guidance for these programs. Our sustained focus on safety and risk management for all off duty activities will help to lower our mishaps and fatalities from their current levels. Marines should be subject to disciplinary action for failure to utilize required safety equipment whether on duty or off duty, and on and off base, such as failing to wear seatbelts and not using helmets or reflective vests when operating motorcycles.

Off-Duty – (Private Motor Vehicle and Recreational) Goal

Goal: Reduce the number of Class A and B mishaps by 5% per year through FY06.

Suicide. In the past three years, 74 Marines have killed themselves. In FY01, 27 Marines took their own lives. This is five more suicides than FY00 and two more than FY99. For the past twenty years, suicide has been the second leading cause of death, after on and off duty Marine mishaps. The Marine Corps has led all other services with the highest suicide rate, almost exclusively, since 1980.

The Marine Corps began using the Dept of Navy Suicide Incident Report (DONSIR) to track risk factors for Marines who have ended their own life in 1999. Results show that of the Marines who killed themselves, 32% of those Marines expressed a desire to die or feelings of depression, yet little more than one third of those men and women were referred for an evaluation or treatment. Suicide does far more than lower morale or cause broken equipment. It kills our fellow Marines.

No one questions the ability of traditional Marine Corps leadership to effect change. Just as is the case with mishaps, intervention by our most junior leaders and our peers is required to prevent despair from turning to suicide. All Marines, Sailors, and civilian Marines must know whom to contact for help.

Future Endeavors. Suicide is not a normal response to problems or stress. It is imperative that action be taken if someone expresses suicidal warning signs. Marines at all levels should take all threats seriously. Look for changes in behavior, alcohol abuse, isolation, humiliating life events, problems with relationships, work, finances, or the legal system. We must emphasize to our Marines that it is “Okay to get help.” Resources are available to Commanders and they must put their personal beliefs aside and get that Marine the help that he or she needs. Future endeavors include implementing suicide prevention training at all formal leadership schools, installation visits to educate commands on suicide prevention, and the release of a CD-ROM to supplement the materials in the Suicide Prevention Kit that was mailed out last year to all units.

Suicide Reduction Goal

Goal: To reduce the number of suicides in the Marine Corps by 5% per year through FY 06.

The Road Ahead

No Marine desires to attend the memorial service of a fallen friend. No parent or spouse desires to bury a loved one. These losses are made more painful when they result from a preventable mishap. While we can never remove all of the risks associated with our chosen profession, we can and must do everything in our power to mitigate those that are unacceptable.

Commanders must empower each of their Marines with the ability to halt an unsafe evolution before it results in injured people.

The bottom line is this: the strength of our Marine Corps is based upon the strength of each individual Marine. As such, we cannot continue to sustain the unnecessary manpower and financial losses resulting from preventable mishaps. A concerted application of leadership, discipline, teamwork, and risk management will stop these losses. Embracing safety as an element of force protection will save the lives of our fellow Marines and increase our combat readiness. Our mission is clear: to reduce injuries and fatalities as we integrate the principles of Risk Management into our culture.

Notes

1. Class A mishap. Fatality, loss of aircraft, permanent total disability, or \$1 million or more damage costs.
2. Class B mishap. Permanent partial disability, in-patient hospitalization of three or more personnel, or damage costs of \$200,000 to less than \$1 million.
3. Class C mishap. Lost work day case or damage costs of \$20,000 to less than \$200,000.
4. Baseline year is FY99



RESOURCES

Headquarters Marine Corps Safety Division

DSN: 224-1202/1077/3164

Comm: (703) 614-1202/1077/3164

<http://www.hqmc.usmc.mil/safety.nsf>

Marine Forces Atlantic Safety

DSN: 565-4315/7580

564-5302

Comm: (757) 445-4315/7580

(757) 444-5302

Marine Forces Pacific Safety

DSN: 477-8392

Comm: (808) 477-8392

Marine Forces Reserve Safety

DSN: 678-0687/0686/6800

Comm: (504) 678-0687/0686/6800

Naval Safety Center

DSN: 564-3520

Comm: (757) 444-3520

<http://www.safetycenter.navy.mil>

US Navy and Marine Corps School of Aviation Safety

DSN: 878-2581

Comm: (831) 656-2581

<http://web.nps.navy.mil/~avsafety/>

