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BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND

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Safety

SQUADRON COMMANDER'S AND SUPERVISOR'S SAFETY GUIDE

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FOREWORD

The preservation of both our people and our limited resources should be very important to everyone in the command--that's what "The Essence of Safety" is all about. That individual, the environment and the supervisor must all be in synchronization and ready to perform the mission at hand...if not, there's an accident waiting to happen.

Safety is one of our command goals. We must constantly strive to be aware...each individual must be the "Chief of Safety"...at all levels. Our success is contingent on each member's involvement and awareness. We can't allow ourselves to get into a safety "rut" or become complacent just because we have a good safety record. We need to constantly look at "what's possible" for improvement. Close attention must also be given to the goals and standards used to measure program performance to assure a quality program. A mature safety program evolves through the addition and incorporation of new ideas and cultural changes.

Plan for success ahead of time by matching your resources to the tasking. A clear vision and a good safety plan will gain the conference and buy-in of your workforce. Execute the plan smartly and involve all workers a s members of your team. Balance risk and regard for mission accomplishment, and demonstrate your commitment to safety by placing emphasis on responsibility at all levels. There should be no doubt as to who is responsible for safety.

Although this guide provides an outline of safety program essentials, our philosphy is meaningless unless you, as a manager, incorporate it within your operations. Only you can translate it from a paper product into a people product.

HENRY VICCELLIO, JR., General, USAF

Commander

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This pamphlet provides Air Force Materiel Command (AFMC) commanders and supervisors insight into their safety program and provides helpful information for planning and implementing their safety program.

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1. AFMC Safety Goals, Objectives, and Initiatives:

1.1. Preserve equipment and people resources.

1.1.1. Plan to implement an operational risk management (ORM) program for all tasks with significant hazards. This program must incorporate all safety disciplines (flight, explosives, nuclear, ground, and systems safety) to accurately assess and manage risk. Specific guidance and requirements will be provided by the local safety office when definitized.

1.1.2. Emphasize the first echelon of leadership as the key to safe and disciplined operations.

1.1.3. Reduce AFMC mishaps by 3 percent per year, based on a 3-year average mishap rate.

1.2. Provide a safer and healthier work, living, and recreational environment for all our people.

1.2.1. Ensure availability of Air Force Occupational Safety and Health (AFOSH) standards to all personnel.

1.2.2. Continue the use of “light-duty” by supervisors throughout the unit for people who have suffered minor injuries.

1.2.3. Ensure all newly and temporarily assigned personnel receive necessary safety training, such as training on manual lifting techniques (AFOSH Standard 127-46, *Materials Handling and Storage Equipment*, paragraph 2-2c).

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1.3. Reduce mishaps and costs due to hazardous conditions (injury compensation, environmental differential pay, property loss, and lost time).

1.3.1. Reduce drunk driving or driving under the influence (DUI) by our people. Alcohol is involved in over half of off-duty military fatalities.

1.3.2. Eliminate hazards that present a high mishap potential (hazard abatement). Work environments should receive ergonomic evaluations to prevent cumulative trauma work disorders (CTWD), i.e., carpal tunnel syndrome, caused by repetitive motions over a period of time. More subtle than slips, trips, and falls, they have just as serious an impact to our workforce, and, in most instances, are more preventable than most work injuries.

1.3.2.1. Ensure there are comprehensive safety education, enforcement, and publicity programs.

1.3.2.2. Achieve and maintain 100 percent seatbelt utilization and motorcycle safety training.

1.3.2.3. Ensure quality predeparture safety briefings are provided to persons under the age of 26.

1.3.2.4. Ensure personnel participating in high-risk activities are aware of and take appropriate safety measures.

1.3.3. Ensure all personnel receive AFMCVA 91-2, *The Essence of Safety*, and understand how they interact with their environment and management. They must understand that their actions affect not just themselves, but include their coworkers and task completion.

2. Commander's Initiatives:

2.1. Commanders must identify and manage risk within their operations. The ORM process attempts to add organization and structure to the daily decision making process. The Air Force and AFSC are developing the tools and concepts to integrate risk management into our culture. You, your managers, and supervisors must understand and apply ORM principles to all mission activities. Note that all operations at a particular worksite may not be under the control of your people, so your ORM process needs to address involvement of outside parties.

2.2. Commanders should establish a system to identify individuals whose behavior, personal history, attitude, and mishap experience indicate an inability to safely function in job-related tasks and off-duty activities. High-profile identification is designed to give commanders a tool to detect potential mishap victims and prevent possible future mishaps through education and counseling. Although not all-inclusive, the following will help you identify high-risk persons:

2.2.1. Has demonstrated wanton disregard for safe working or driving practices.

2.2.2. Has been identified as experiencing mental or emotional stress leading to preoccupation, unreliability, or unsafe acts, including aggressive behavior inconsistent with normal activities.

2.2.3. Has consistent difficulties with financial management.

2.2.4. Has been involved in alcohol or drug-related driving mishap or incident.

2.2.5. Has base driving privileges suspended or restricted due to accumulated traffic points.

2.2.6. Has accumulated six or more traffic points within a 6-month period.

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2.2.7. Is determined to be at fault in two mishaps or involved in three or more mishaps in a 12-month period.

2.2.8. Is identified as a chronic nonuser of safety devices, personal protective equipment or technical order procedures.

2.2.9. Is currently enrolled in the drug and alcohol abuse rehabilitation program.

2.2.9.1. Has made gestures or suggestions indicating individual is contemplating suicide.

2.2.10. Has an active unfavorable information file (UIF) or has been placed on a control roster.

2.2.11. Is pending separation for cause, either by court-martial or administrative proceedings, when the cause is related to vehicle operation or indicates a predisposition toward unsafe behavior.

3. Risk Management Actions:

3.1. There are some risks which cannot be accepted, i.e., commanders cannot accept risk which violates Occupational Safety and Health Administration (OSHA) or AFOSH standards. If there is any doubt as to a risk being acceptable, contact the local safety office.

3.2. Commanders have many options at their discretion that can be used to resolve personnel problems in the interest of disciplinary control and mishap prevention. Each case must be addressed and action taken based on individual merit and severity, on a case-by-case basis. In the interest of mishap prevention, emphasis is placed on the need to separate disciplinary action from mishap prevention actions in an effort to prevent recurrence and enhance the overall commander's safety program.

3.2.1. The following actions are recommended for high-risk individuals:

3.2.1.1. Personally counsel the individual on the behavior or situation causing concern.

3.2.1.2. Consider implementing a periodic counseling session if the individual is high profile. For military, the first sergeant or other top management personnel should conduct the counseling.

3.2.1.3. Do not authorize temporary duty travel in private motor vehicles for individuals whose behavior, personal history, attitude or mishap experience indicate an inability to safely function in job-related tasks.

3.2.1.4. Consider sending problem drivers to Driver Improvement Course V, AFI 91-207, *The US Air Force Traffic Safety Program,* and do not allow them to operate Air Force motor vehicles until they have completed the program. Requalification training should be considered for equipment operators following repeat mishaps.

3.3. Above all, commanders need to be flexible. They should tailor their actions to their particular management style in conjunction with unit and mission needs. The goal is to develop the optimum safety program within their organizations.

4. Commander Responsibilities:

4.1. As a commander, you are the number one safety professional in your squadron. If you expect your people to support your policies, you must lead by example. Safety requires leadership, therefore, your policies must also apply to you.

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4.2. Have a proactive safety program covering all safety disciplines (flight, explosives, nuclear, ground, and system) as appropriate for your workforce. Incorporate ORM principles as guidance becomes available. Get your people involved. Establish goals and develop and use indicators that serve as a mechanism to (a) focus on improving the overall safety of your personnel and (b) reduce risk of damage to your equipment and facilities. Ensure all changes to procedures and processes are assessed for safety and health impacts prior to implementation.

4.3. Provide safe workplaces. Federal law mandates employees be provided a safe working environment. Where this is not within your control, higher level assistance must be obtained. Severe civil and criminal penalties are possible for permitting hazardous conditions to continue to exist unabated.

4.4. Establish and maintain a hazard abatement and reporting program. Review its status periodically. Inactivity on abating hazards tells your people you are not interested in their safety and can lead to a breakdown in your safety process.

4.5. Investigate and report mishaps. Learn all that you can about the mishap circumstances, with a goal to prevent repeat occurrences. Within AFMC, all duty-related fatalities, regardless of the circumstances, will be briefed to AFMC/CC by the squadron commander, with the squadron commander's supervisor present. Contact HQ AFMC/SGP (for suicides) or HQ AFMC/SEG (for all other fatalities) to initiate this process. Center/wing commanders may also attend if desired.

4.6. Ensure job safety training is provided to all individuals. Supervisors should have necessary training planned prior to new employee arrival and document this and any recurring training. Adequacy of training is one factor examined during the mishap investigation process. Ensure supervisors post and understand the concepts of AFMCVA 91-1 *The Essence of Safety* (poster) and AFMCVA 91-2 (wallet size), respectively.

4.7. Supervisors also need adequate safety training. Shortfalls in training of supervisors should be identified and tracked until completion. Ensure all supervisors attend the Supervisor's Safety Training Course (AFI 91-301, *Air Force Occupational and Environmental Safety, Fire Prevention and Health (AFOSH) Program*). Supervisors must understand the Job Safety Analysis (JSA) process, Supervisor Safety Surveillance Program (SSSP), use of AFOSH and OSHA standards, the Air Force Hazard Communication Program (AFHCP) (see 4.18 below) for hazardous materials, and the ORM process.

4.8. Ensure facilities, equipment, work areas, and work processes comply with established safety standards. Air Force, Occupational Safety and Health Act (OSHA), National Fire Code, National Electric Code, American National Standards Institute, and a myriad of other regulatory and consensus standards may be needed to adequately ensure the safety of our people, equipment and facilities. The local safety office can assist in obtaining needed standards.

4.9. Provide protective clothing and safety equipment when required. This effort involves the local safety and health services offices. Some equipment requires specialized, periodic, and documented testing.

4.10. Implement an aggressive seatbelt usage program. Even with a requirement to wear seatbelts in government vehicles, this still requires attention.

4.11. Ensure motorcycle operators receive proper training.

4.12. Include safety as part of unit self-assessments. These assessments are indicators of the health of the safety process within your organization.

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4.13. Appoint motivated flight, ground, and explosives unit safety representatives (USR).

4.14. Attend and support base safety councils and committees.

4.15. Support and ensure attendance at required safety training courses. In some cases, it may be necessary to develop a course locally for specialized training, or, it may be necessary to train some employees as instructors and have them provide training to others.

4.16. Within AFMC, most major personnel injuries will likely result from a fall from elevation, vehicle operations, or sports and recreation mishaps. Tasks involving these operations should be closely scrutinized for compliance with safety requirements.

4.17. Attend sporting events involving unit personnel. Ensure safety rules are followed and enforced. Off-duty injuries have the same effect on productivity as work-related injuries. In fact, military personnel are four to five times more likely to be injured off duty than on duty.

4.18. Ensure all supervisors of personnel who are potentially exposed to hazardous materials receive training under the AFHCP train-the-trainer program according to AFOSH Standard 161-21, *Hazard Communication*.

5. First Sergeant and Supervisor Responsibilities:

5.1. Make a special effort, through training and counseling sessions, to improve an individual's safety concepts, knowledge, and behavior, thus helping him or her to develop a more responsible attitude and mature judgment in conforming with safe practices, both on and off duty. Ensure that all personnel understand the concepts of AFMCVA 91-1 and receive a copy of AFMCVA 91-2.

5.2. Inform the unit commander any time an individual's attitude or driving performance indicates stronger action is necessary to gain the desired results or when it appears that further efforts at rehabilitation will be nonproductive.

5.3. Supervisors should counsel and work with identified individuals to help reduce their mishap potential. If necessary, refer them to the proper agencies where they can get assistance in solving their problems.

5.4. When necessary, ensure individuals are scheduled to receive any professional assistance needed (chaplain, financial counselor, etc.).

5.5. Supervisors who have not received the training necessary to perform safety-related processes should highlight these shortfalls to their management for action.

6. Manager and Supervisor Responsibilities (AFI 91-301, *Air Force Occupational and Environmental Safety, Fire Prevention and Health (AFOSH) Program):*

6.1. Ensure compliance with occupational safety, fire prevention, and health program requirements in their areas of responsibility.

6.2. Implement the hazard reporting program.

6.3. Notify the USR and base ground safety personnel of mishaps as soon as possible after the mishap occurs. Ensure AFMC Forms 12, **Record of Injury/Illness and Treatment**, are completed for all military injuries/illnesses and civilian on-duty injuries/illnesses. Compensation forms (i.e., CA-1, **Federal Employees Notice of Traumatic Injury and Claim for Continuation of Pay/Compensa-**

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tion, and CA-2, **Notice of Occupational Disease and Claim for Compensation**) are also required for civilian on-duty injuries/illnesses.

6.4. Establish procedures for employees to follow in imminent danger situations.

6.5. Ensure employees know which Occupational Safety and Health (OSH) standards apply to them and make copies available to them.

6.6. Enforce compliance to OSH standards.

6.7. Provide AFOSH training to military and civilian employees upon assignment or when there is a change in work center equipment or procedures.

6.8. Document AFOSH training on AF Form 55, **Employee Safety and Health Record.**

6.9. Post AFVA 91-307, *Air Force Occupational Safety and Health Program*, in conspicuous places accessible to personnel.

6.10. Post AF Form 1118, **Notice of Hazard,** as appropriate.

6.11. Should a Federal or State OSHA compliance officer arrive at your worksite, comply with his/her requests and notify your local safety office as soon as practical.

7. Mishap Investigation and Reporting (AFI 91-204, *Investigating and Reporting US Air Force Mishaps*):

7.1. Mishaps require a systematic investigation and thorough examination of all factors that might have caused or contributed to the mishap so preventive actions can be taken to prevent recurrence of similar mishaps.

7.2. Early mishap notification is the key to investigating and reporting mishaps. Contact the local safety office as soon as possible, even if details are minimal.

7.3. Be sure the notification system works--run exercises to test it.

7.4. Timely investigation is important. After notifying the necessary emergency services and rendering whatever assistance possible, start securing the mishap site to preserve evidence, gathering names of witnesses, etc., to support the safety investigation.

7.5. Remember, findings of cause, conclusions, recommendations, and witness statements taken by a safety investigator will not be used for disciplinary or adverse administrative actions. Personnel actions, if applicable, must be based on data available from outside the safety investigation.

7.6. The unit may not keep a copy of any completed formal safety report. The safety office is the only base-level agency authorized to maintain copies of the report.

7.7. Non-Air Force agencies may <u>not</u> view mishap reports. AFSC/SE, Kirtland AFB NM is the only agency authorized to provide report data to agencies outside the Air Force. Refer all requests for mishap data to the local safety office.

7.8. Timely up-channel reporting of serious mishaps is required.

7.9. Class A and B operational mishaps require an 8-hour preliminary message report.

7.10. Class A and B off-duty mishaps require a preliminary message by the end of the second duty day following the mishap.

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7.11. A mishap investigation board or an investigation officer is required to be officially appointed for all Class A or B mishaps.

7.12. Class A mishaps are mishaps resulting in (1) total cost of $1,000,000 or more for property damage, or (2) a fatality, or permanent total disability, or (3) destruction of, or damage beyond economical repair, to Air Force aircraft.

7.13. Class B mishaps are mishaps resulting in (1) total cost of $200,000 or more, but less than $1,000,000 for property damage, or (2) a permanent partial disability, or (3) hospitalization of three or more personnel.

8. USAF Hazard Reporting Program (AFI 91-202, *The US Air Force Mishap Prevention Program*):

8.1. The hazard reporting program is designed so anyone, military or civilian, can submit an AF Form 457, **USAF Hazard Report**, on any hazard they might observe on an Air Force installation or during an Air Force operation.

8.1.1. A hazard is defined as an existing or potential condition, act, or procedure which could result in a mishap.

8.1.2. Hazard reports may be submitted anonymously.

9. Explosives Safety Program (AFMAN 91-201, *Explosives Safety Standards*):

9.1. Squadron Commander:

9.1.1. Ensures a squadron explosives safety representative is properly trained and training is documented.

9.1.2. Ensures explosives licenses are current.

9.1.3. Reviews squadron explosives safety self-inspections, and ensures explosives safety discrepancies are corrected.

9.1.4. Ensures operating instructions exist and are current for all explosives operations.

9.1.5. Ensures all personnel working with explosives are trained and applicable documentation is maintained.

9.1.6. Reviews and updates, as required, site plans, exemptions, waivers, and deviations.

10. Nuclear Surety Program (AFI 91-101, *Air Force Nuclear Weapons Surety Program*):

10.1. Center/Wing Commander:

10.1.1. Establishes a nuclear surety program commensurate with the nuclear mission of the organizations at that installation.

10.1.2. Assigns a full-time center/wing weapons safety manager (WSM) to ensure implementation of a nuclear surety program and advise the center/wing commander on nuclear surety matters.

10.1.3. Establishes a program to train and certify personnel in the functional tasks, requirements, and nuclear operations of the organization.

10.1.4. Centers/wings with nuclear missions need to establish a nuclear surety council.

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10.2. Squadron Commander:

10.2.1. Performs spot inspections of unit facilities, operations, and training sessions.

10.2.2. Verifies nuclear training is accomplished according to approved lesson plans and appropriately documented.

10.2.3. Evaluates adequacy and completeness of corrective actions for nuclear surety problems found during inspections, evaluations, reviews, etc.

10.2.4. Conducts or assists in nuclear mishap investigations and reporting.

10.2.5. Assists the center/wing WSM in checking the unit's Personnel Reliability Program.

11. Suggestions for a Strong Safety Program:

11.1. Develop squadron or unit safety awards which complement AFMC and Air Force level awards.

11.2. Recognize deserving individuals and nominate them for appropriate awards.

11.3. Study criteria and follow precisely, making sure the nomination talks about the right things.

11.4. Be specific. Give facts, figures, and hard-core data to justify a winner, presenting information that is factual and verifiable.

11.5. Get others to proofread award packages for grammar, sentence structure, and spelling. Keep the wording simple. Top quality submissions take time and effort.

12. Award Nomination Package. For AFMC and Air Force level safety awards, submit the final nomination package on paper and floppy disk through your center/product division safety office to HQ AFMC/SE.

13. Air Force Safety Awards (AFI 36-2833, *Safety Awards*). The following unit and individual awards are available to AFMC personnel and units:

13.1. Chief of Staff Individual Safety Award. For any Air Force person who has made significant contributions to safety during the award year.

13.2. The Koren Kolligian, Jr. Trophy. Aircrew personnel of the USAF, USAF Reserve, and Air National Guard who most successfully coped with an in-flight emergency.

13.3. Safety Career Professional of the Year Award. Presented to an individual in the safety career field for outstanding contributions to the Air Force Mishap Prevention Program.

13.4. System of Cooperation Among the Air Forces of the Americas (SICOFFA) Flight Safety Award. Flying squadron or wing, credited with its own flying time, with the most meritorious achievements in flight safety based on criteria in AFI 36-2833.

13.5. The Chief of Safety Special Achievement Award. Presented to an individual or organization for outstanding safety contributions or achievements.

13.6. Flight Safety Plaques. Wings or squadrons organizationally and operationally distinct and geographically remote from the parent organization are eligible for a Flight Safety Plaque.

13.7. Explosives Safety Plaques. Presented to organizations below major command (MAJCOM) level for outstanding achievements in, or contributions to, explosives safety.

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13.8. Missile Safety Plaques. Recognizes organizations below MAJCOM level for outstanding achievements and contributions to missile safety.

13.9. Space Safety Plaques. Presented to organizations below MAJCOM level for outstanding achievements in, or contributions to, space safety.

13.10. Nuclear Surety Plaques. Presented to organizations below MAJCOM level for outstanding achievements or contributions to the Air Force Nuclear Weapon System and Nuclear Power System Programs.

13.11. Air Force Nuclear Surety Outstanding Achievement Award. Awarded to individuals who have significantly contributed to nuclear surety.

13.12. Nuclear Surety Certificate of Appreciation. Recognizes outstanding DoD organizations, units, or individuals whose support to nuclear airlift missions contributes to the overall effectiveness of the Air Force Nuclear Weapons Surety Program.

13.13. Air Force Well-Done Award. Recognizes personnel who, by performing outstanding feats of airmanship or support to aircrews, have prevented or reduced the effects of a serious flight mishap.

13.14. National Safety Council Awards. These awards recognize mishap reduction performance meeting the criteria in AFI 36-2833.

13.15. Aero Club Safety Certificates. Awarded to Air Force Aero Clubs to promote aviation safety and recognize meritorious flight safety achievements.

13.16. Air Force Motorcycle Safety Award. Presented to organizations below MAJCOM level for outstanding achievements in, or contributions to, mishap reduction and safety education in motorcycling. There are three categories, based on the number of registered motorcycles.

13.17. Safe Driver Award/Certificate. MAJCOM/ base level award which recognizes personnel for the safe operation of Air Force owned motor vehicles (minimum of 3 years safe operation).

14. AFMC Safety Awards (AFI 36-2833/AFMCS 1, *Safety Awards*):

14.1. AFMC Flight Safety Award. Presented to AFMC individuals or units to recognize contributions to the AFMC flight safety program.

14.2. AFMC Safety Professional Award. Presented to individuals who make major contributions to safety and mishap prevention programs while performing safety functions on a full or part-time basis. There are five categories of this award, with all military and civilians, regardless of grade, eligible for Category V, except full-time safety professionals.

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