



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
ATLANTIC REGION
INSTALLATION SAFETY OFFICE
18350 FIRST STREET
FORT A. P. HILL VIRGINIA 22427-3116

IMAR-APH-ISO

21 October 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fort A. P. Hill (FAPH) FY12 Safety and Health Action Plan

1. Applicability: This applies to all military and civilian personnel assigned or attached to Fort A. P. Hill.

2. Proponent: Installation Safety Office (ISO)

3. References:

(a) Army Readiness Assessment, Fort A. P. Hill assessment January 2011.

(b) The Presidential POWER Initiative: Protecting Our Workers and Ensuring Reemployment, 19 July 2010.

(c) Army Safety and Occupational Health Strategic Plan, 27 January 2010.

(d) Installation Management Campaign Plan, April 2011.

(e) IMCOM Policy Memorandum 385-10-1 – Safety Policy.

(f) Fort A. P. Hill Occupational Safety and Health Plans Crosswalk.

4. Background:

a. Open and frank communication up and down the chain of command is vital to ensuring the health, safety and well being of our workforce. The Army Readiness Assessment Program (ARAP) is the means to that end. ARAP is a survey that measures an organization's safety culture and climate. ARAP measures a wide variety of safety-related issues such as the perception of leaders' commitment to safety, the knowledge and integration of composite risk management into mission operations, effects of operational tempo on safety, employee engagement, status of the safety council, leaders' attitudes towards safety, and how effective leaders are in setting and communicating safety goals.

b. ARAP is more than just a sensing tool. By comparing the results of similar surveys throughout the Army workforce, ARAP enables commanders to identify their organizations' strengths and weaknesses relating to issues of safety. Through the 2011 ARAP survey, our

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(4) ARAP Focus Area Number 4: Hazard Communication.

(a) ARAP Item #55: There is not good communication up and down the chain of command.

(b) ARAP Item #8: Safety Councils are not successful at reducing the chances of a mishap due to high risk personnel.

(c) ARAP Item #60: Employees are not kept well informed regarding important safety information.

(d) ARAP Item #30: There is not an effective process to promote safety.

5. Goal: Improve the installation's Health and Safety Management System by strengthening management leadership and employee involvement; enhancing health and safety information capture and analysis; and improving worksite hazard analysis and hazard prevention and control.

6. Execution:

a. Commander's Intent: Apply our abilities and capabilities as a high performing organization to maximize opportunities to achieve continual improvement of the health, safety and well-being of our employees, and minimize impacts on the mission.

b. Concept of Operations: The FAPH Safety and Occupational Health Council (SOHC) will synchronize decision making, prioritize actions, provide appropriate financial, human and organizational resources and ensure effective participation in the safety and health action plan by the workforce. The FAPH Safety and Health Working Group (SOHWG) will facilitate communication between the SOHC and the workforce, identify tasks, hazards, risks and possible risk control measures and participate in the implementation of control measures. The SOHC is a lead function and will be organized and facilitated by the Garrison Commander. The SOHWG is an execution function and will be organized and implemented by the Deputy Garrison Commander. The installation safety manager will provide administrative support and safety and occupational health expertise for both groups and chair the SOHWG. The SOHC will meet quarterly and the SOHWG will meet monthly. Progress reviews will be conducted at each of these meetings and this operation order will be amended as necessary.

c. Tasks to FAPH Directors and employees:

(1) To ensure employees involved in high risk work assignments are receiving safety training that meets or exceeds either OSHA or Army regulations, the FAPH ISO will conduct an audit of the installation's Confined Space, Fall Prevention, Lockout/Tagout, Forklift, Crane, Scaffolding Training Programs and Hazard Communication Program.

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(a) Reference: ARAP Items 43 and 55.

(b) Suspense Dates:

(i) 01 November 2011, the FAPH ISO will develop and provide training materials for the directors.

(ii) 01 November 2011, directors will develop and publish a training schedule for the Safety Stand Down Day.

(iii) 25 November 2011, directors will complete any required follow-up courses for employees that had excused absences for this event.

(4) To ensure employees are aware of winter hazards, on and off the job, the FAPH workforce will plan, support and execute the FY12 Winter Safety Stand Down Day. This event will consist of a Safety and Health Fair in the morning and occupational safety training in the afternoon.

(a) Reference: ARAP Items 60, 30, 57 and 55.

(b) Suspense Date: 25 November 2011, directors will ensure that any employee that was excused from the Safety Stand-Down Day on 16 November 2011 has completed this training.

(5) To ensure fair enforcement of safety performance standards among employees, all supervisory personnel will attend training on the legal aspects of counseling and disciplining employees.

(a) Reference: ARAP Items 51 and 6.

(b) Suspense Dates:

(i) 01 November 2011, DPTMS in coordination with DHR will identify employees that are required to attend this training and select the dates and locations.

(ii) 18 January 2012, all supervisory personnel will have completed this training.

(6) To ensure employees are aware of summer hazards, on and off the job, FAPH workforce will plan, support and execute the FY12 Summer Safety Stand Down Day. This event will consist of a Safety and Health Fair in the morning and occupational safety training in the afternoon.

(a) Reference ARAP Items 60, 30, 43 and 55.

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select and prioritize corrective measures.

(a) Reference: ARAP Items 61, 53 and 43.

(b) Suspense Dates:

(i) 05 December 2011, the ISO will develop and publish safety audit guidelines and complete scheduling of the safety audits.

(ii) 02 April 2012, the ISO will complete all of the safety audits and be prepared to report the findings and recommendations to the FAPH SOHC and FAPH SOHWG.

(iii) 01 June 2012, the FAPH ISO and the Kenner Army Medical Clinic, Chief of Preventive Medicine will complete health hazard assessments of the installations workplaces and develop a Health Hazard Inventory.

(iv) 01 September 2012, directors will complete all actions related to updating, correcting or creating applicable SOH SOP's, policies and directives related to workplace accident and occupation illness prevention.

(10) To ensure hazards are corrected before an accident or injury occurs, the SOHWG and ISO will develop and implement a process to report unsafe and/or unhealthy work conditions and near-miss incidents to ensure corrective measures are developed and implemented in a timely and effective manner.

(a) Reference: ARAP Items 60, 39, 55 and 43.

(b) Suspense Dates:

(i) 04 January 2012, the ISO will develop and publish a SOP, provide training and update the FAPH Safety regulation.

(ii) By 12 January 2012, first line supervisors will begin briefing their employees on how to use these two new processes.

(11) To ensure timely and accurate sharing of safety and health information throughout the workforce, the ISO and PAO will use the FAPH intranet to develop and implement a Workplace Safety and Health Information system that provides the workforce with the ability to acquire and share OHS information tailored to their specific work tasks and associated risks.

(a) ARAP Items 60, 39, 55, 61, 53 and 43.

(b) Suspense Dates:

Enclosure 1: FAPH Occupational Safety and Health Plans Crosswalk

Army SOH Strategic Plan	IMCP	FAPH FY2011 ARAP	FAPH FY2012 SOH ACTION PLAN
<p>Goal 1: Incorporate safety and occupational health into Army culture.</p>	<p>SF4: Require and promote safety in professional and personal activities.</p>	<p>#51 My unit does not ensure fair enforcement of all operating standards among unit members; #6 My unit does not have a defined process to effectively manage high-risk personnel.</p> <p>#41 Unit leadership is not good at explaining its safety goals to unit personnel.</p> <p>#43 Unit leadership is not actively involved in the safety program and management of safety matters.</p> <p>#54 My unit does not provide enough supervision during missions to catch possible human errors.</p>	<p>3 c (3) To ensure employees are aware of their safety duties, responsibilities and rights, directors will host small group sessions during and shortly after the FY12 Winter Safety Stand Down Day. During these sessions, directors will conduct training on the core elements of the installation's safety and health management session and facilitate discussion on ways to improve safety on the installation.</p> <p>c (4) Operations Order XXXX: The FAPH workforce will plan, support and execute the FY12 Winter Safety Stand Down Day.</p> <p>3 c (5) To ensure fair enforcement of safety performance standards among employees, all supervisory personnel will attend training on the legal aspects of counseling and disciplining employees</p>

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Army SOH Strategic Plan	IMCP	FAPH FY2011 ARAP	FAPH FY2012 SOH ACTION PLAN
<p>Goal 2: Ensure proactive and systematic management of risk.</p> <p>Goal 4: Reduce accident and illness rates in the Army.</p>	<p>SF 3: Employ hazard control measures to foster a safe working and living environment; ensure the workforce has the requisite skills to perform their assigned tasks safety and efficiently.</p>	<p>#57 Safety education and training are not adequate in my unit;</p> <p>#32 My unit does not provide the right amount of training for me to do my job safely.</p> <p>#4 My unit does not closely monitor skill and currency standards to ensure everyone is qualified to perform their missions.</p>	<p>3 c (1) Tasker FAPH xxxx: To ensure employees involved in high risk work assignments are receiving safety training that meets or exceeds either OSHA or Army regulations, the FAPH ISO will conduct an audit of the installation's Confined Space, Fall Prevention, Lockout/Tagout, Forklift, Crane, Scaffolding Training Programs and Hazard Communication Program.</p> <p>3 c (2) Tasker FAPH 12xxxx: To ensure non-supervisory employee's safety and health training is adequate and appropriate, the ISO will meet with CDSO's and first line supervisors to conduct a safety and health training needs assessment.</p> <p>3 c (10) Tasker FAPH 12XXX: To ensure hazards are corrected before an accident or injury occurs, the SOHWG and ISO will develop and implement a process to report and document reports of unsafe/unhealthy work conditions and/or near miss incidents.</p>

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<p>Goal 2: Ensure proactive and systematic management of risk. Goal 4: Reduce accident and illness rates in the Army.</p>	<p>SF 3: Employ hazard control measures to foster a safe working and living environment ensure the workforce has the requisite skills to perform their assigned tasks safety and efficiently.</p>	<p>#57 Safety education and training are not adequate in my unit; #32 My unit does not provide the right amount of training for me to do my job safely. #4 My unit does not closely monitor skill and currency standards to ensure everyone is qualified to perform their missions.</p>	<p>Standard: Training for safety and health must ensure that:</p> <ul style="list-style-type: none"> (a) Managers and supervisors understand their safety and health leadership responsibilities. (b) Managers, supervisors, and non-supervisory employees (including contractors): <ul style="list-style-type: none"> (1) Are aware of existing hazards (2) Can identify hazardous conditions (3) Can identify signs and symptoms of workplace related illness (4) Understand safe work practices (5) Understand emergency procedures and their responsibilities for each type of emergency (6) Understand personal protective equipment(PPE) requirements, limitations, maintenance and use. (7) A method for assessing employee comprehension and training effectiveness is available (8) Understand frequency of training to meet OSHA, DoD and Army standards.

ENCLOSURE 2: FAPH FY12 SAFETY AND HEALTH
ACTION PLAN TIMELINE

OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP

3 c(1) Safety audit of high risk work assignments:

10 Oct: Audit training programs (ISO).

X

17 Oct : Appoint trainers (Directors).

X

31 Oct: Identify training requirements and update IDP's
(Supervisors).

X

02 April: Complete required training (Directors).

X

3 c(2) SOH training needs assessment:

12 Oct: Complete task lists (Dir)

X

12 Oct: Review CDSO appointments (Dir)

X

27 Oct: Review task lists (ISO & CDSO's)

X

22 Feb: Complete safety and health
training requirements & needs (ISO)

X

01 Mar: Present findings &
recommendations to SOHC & SOHWG

X

TBD: Present report to Training Committee

TBD: Update job descriptions & IDP's

3 c(4) FY12 Winter Safety Stand Down Day

20 Sep, 19 Oct & 07 Nov: Planning meetings

16 Nov: Safety Stand Down Day

X

3 c (3) Training: Employee's safety duties,
responsibilities and rights.

01 Nov: Publish training materials (ISO).

X

01 Nov: Publish training schedule (DPTMS).

X

16 - 25 Nov: Conduct training (Directors).

X

ENCLOSURE 2: FAPH FY12 SAFETY AND HEALTH ACTION PLAN TIMELINE

OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP

3 C(10) Improve reporting process (ISO).



04 Jan: Publish guidelines & conduct training for CDSO's & supervisors (ISO).

X

12 - 27 Jan: Conduct training on reporting unhealthy training for the workforce

X

3 c (11) Improve safety communication process.



05 Dec: Conduct survey (PAIO).

X

05 Dec Publish 2012 Monthly OSH Training Plan.

X

12 Jan Publish SOH Communication and Marketing Plan (PAO, PAIO, ISO)

X

01 Feb: Complete design of FAPH ISO page on the intranet.

X

04 May: Review and update SOH Communication Plan (PAO, PAIO, ISO)

X