

**United States Military Academy**  
**Safety and Occupational Health**  
**Strategic Plan FY2019-2024**



# USMA Safety and Occupational Health (SOH) Strategic Plan FY2019-2024

---

**Planning and Assessment Process, page 2**

**Safety Mission Statement, page 3**

**Safety Vision Statement, page 3**

**Goal 1:** Reduce and/or eliminate on and off duty accidents and injuries; improve the readiness and quality of life of our Soldiers, Cadets, Civilians, Visitors, contract workforce and Army Families. Provide safety support to all United States Military Academy (USMA) in the West Point area of responsibility and to generate safety understanding, advocacy, and support for USMA and the U.S. Army. (*Accident Prevention + Training*), page 4

**Goal 2:** Provide safe and healthy workplaces and facilities for Soldiers, Cadets, Civilians, Visitors, contract workforce and Army Families. (*Inspections*), page 8

**Goal 3:** Strengthen alliances and build partnership through synchronized USMA safety activities. (*Partnership*), page 10

## **Appendix**

**A. References, page 12**

**B. USMA Safety Policy and Procedures, page 13**

# Planning and Assessment Process

---

## **Development of this Safety and Occupational Health Strategic Plan, 2019-2024**

This Safety and Occupational Health (SOH) Strategic Plan, 2019-2024, provides strategic guidance for the United States Military Academy (USMA) to accomplish its mission as the needs and resources of the Army and the Nation evolve in the next several years. It is based upon command guidance and previously developed plans and it is linked to the USMA Regulation 385-12, Safety and Occupational Health Program as well. It ensures unity of effort among several operational level documents, including the Leader Development System, and the USMA submission to the Army Program Objective Memorandum (budget request documentation), the USMA Safety Policy and Procedures and the USMA SOH Inspection Policy. These operational documents, in turn, provide the overall campaign guidance for military, Cadets, visitors, civilians and family members of the USMA at West Point.

## **Implementation in FY 2019**

To begin this process, after the publication of this strategic plan, the USMA Safety and Occupational Health Manager will conduct an initial baseline assessment of goals and objectives through existing indicators in the spring of 2019. That will prepare for an annual cycle for the execution and assessment of the strategic plan, which will take place throughout the year.

## **Assessment following FY 2019 to 2024**

Annual assessment will be conducted of the strategic plan to ensure that individual goals are being carried out. This assessment will be conducted under AR 11-2, Manager's Internal Control Program and DA PAM 385-10, Army Safety Program. Guidelines for addressing each applicable function (program element) that the Academy must exercise to keep personnel safe. Findings will be published annually after a command review.

FOR THE SUPERINTENDENT:



MARK D. BIEGER  
Colonel, IN  
Chief of Staff

# Safety Mission Statement

---

We are uncompromising in our commitment to the safety and occupational health of our employees, cadets, contractors, family members, visitors, and our community. We will continually improve our business processes, demonstrate leadership, and promote a comprehensive safety plan. We will require individual accountability, transparency, and expect all personnel to adhere to our safety standards, and to actively participate in and support the advancement of our safety and occupational health practices and programs. Safety is the responsibility of all personnel, including both top management and the individual employee. Everyone is responsible for achieving zero accidents to promote a safe work environment.

# Safety Vision Statement

---

Providing safety leadership is a vital part of our business and we will require individual accountability. We are committed to be a leader in safety and occupational health management and military education, and keeping our personnel informed about the safety of our work as well as current safety issues, trends, rules, and regulations.

  
MARK D. BIECH  
Colonel, IN  
Chief of Staff

# USMA SOH Strategic Plan

---

**Goal 1: Reduce and/or eliminate on and off duty accidents and injuries; improve the readiness and quality of life of our Soldiers, Cadets, Civilians, contract workforce and Army Families. Provide safety support to all of USMA in the West Point area of responsibility and generate safety understanding, advocacy, and support for USMA and the United States Army. (*Accident Prevention + Training*)**

The top accident loss areas still and continue to be:

1. Sporting injuries.
2. Slips, trips, and falls.
3. Vehicle accidents.

**Objective 1.1. Loss reduction of at least 10% annually.**

**Action Plan (AP) 1.1.1.** Continue to update USMA Regulation 385-12 (Safety and Occupational Health Program), USMA Safety Policies, Accident Prevention memorandums, and deliberate risk assessment usage.

**AP 1.1.2.** Keep personnel informed about changing conditions that could affect their safety in their area.

**AP 1.1.3.** Inform personnel about National, DoD, and Army safety trends.

**AP 1.1.4.** Publish Safety Tips and/or informational bulletins, safety alerts to educate personnel about safe applications of given task, procedures or select industry standards.

**AP 1.1.5.** Ensure safety briefings are conducted.

**AP 1.1.6.** Ensure risk assessments are being conducted and that all hazards have been addressed and mitigated properly.

**AP 1.1.7.** Ensure present and newly developed jobs have had a proper Job Hazards Analysis done to safeguard employees.

**AP 1.1.8.** Ensure prompt accident reporting procedures for all Military, Civilians, Visitors and Cadets incidents.



**Objective 1.2. Leader Development and Safety Opportunities.** Integrate, challenge, and evolve safety and occupational health programs that ensure USMA personnel have attained the desired outcomes of the United States Army Combat Safety Center, Army Regulation 385-10, and the Occupational Safety and Health Administration (OSHA) General Duty Clause Section 5(a)(1) requirements.

**AP 1.2.1.** Attend Safety meetings to be familiar with safety concerns, review safety trends, provide feedback to other department issues, and to communicate your concerns to others.

**AP 1.2.2.** Ensure New Employee Orientations are being conducted and documented by Academy activities.

**AP 1.2.3.** All drivers of Government owned or leased vehicles must be properly licensed through Transportation Motor Pool (TMP).

**Objective 1.3. Professional Development.** Maintain high quality personnel to serve as members of the staff and faculty, who are competitive with their counterparts in the Army and academia, through effective accession practices and professional development opportunities that meet the needs of the Army and the Academy.

**AP 1.3.1.** Allow personnel assigned to safety position the time to properly prepare themselves educationally as well as educate others about safety issues, concerns and professional advancements.

**Resource.** The United States Army Combat Safety Center and the Career Program (CP-12) Internship Safety Courses. Enroll in different colleges and take on-line courses.

**Objective 1.4. Training.** Improve training within the staff and faculty to reflect a blend of different government regulations, including Army, OSHA, the National Institute for Occupational Safety and Health (NIOSH), and the National Fire Protection Association (NFPA).

**AP 1.4.1.** Inform military and civilian professionals from all backgrounds at both the junior and senior ranks about the different government agencies that have pertinent rules that help keep soldiers, Cadets, civilians and family members safe, either in the home or at work.

**AP 1.4.2.** Develop, program and maintain the USMA Safety budget with assistance from the G-8.

**Resource.** USMA Safety Offices, PAO, G-8, Knowledge Management, Informed leadership.

**Objective 1.5. Safety Training Programs.** Provide sequential and progressive safety training and development experiences to Unit Safety Officers (formerly Additional Duty Safety Officers) and Collateral Duty Safety Officer (USO / CDSO).

**AP 1.5.1.** CDSOs must be current on their Individual Development Plan (IDP) and USOs must complete the required online safety training courses and other training as required by the Army.

**Resource.** Leader safety training requirements listed in AR 385-10, On-line training. Operators of Government owned or leased vehicles will adhere to AR 600-55, the Drivers Training manual.

**Objective 1.6. Seat belt usage.**

**AP 1.6.1.** Evaluate programs to inform and enforce the Army's mandatory seat belt and occupant restraint policy. Place command emphasis on compliance with this elementary and proven safeguard.

**AP 1.6.2.** Educate personnel of the hazards associate with not wearing seat belt.

**Resource.** USAG West Point Provost Marshal's Office (PMO), Knowledge Management, Academy Leadership, and the Academy Safety Offices.

**Objective 1.7. Motorcycle Operator Training and Helmet Wear Compliance.** Encourage attendance of advanced motorcycle training, to include the Experienced Rider Course and Military Sport Bike Rider Course, depending on type motorcycle operated. Support a strong, vibrant Motorcycle Mentorship Program using enthusiastic and credible Soldier mentors.

**AP 1.7.1.** Achieve 100% completion of mandated Basic Rider Course for all Soldiers and Cadets who ride motorcycles on or off post.

**AP 1.7.2.** Achieve zero motorcycle fatalities involving Soldiers and Cadets who are not wearing a Department of Transportation (DOT) approved helmet, by ensuring all Soldiers and Cadets operating a motorcycle are wearing prescribed Personal Protection Equipment (PPE), to include a DOT approved helmet, as required by AR 385-10, which are mandatory.

**Resource.** USAG West Point PMO, Knowledge Management, Academy Leadership, Academy Safety Offices, the Army Traffic Safety Training Program (ATSTP), and the USAG West Point contracted Motorcycle Safety Foundation (MSF) Motorcycle Course.

## Objective 1.8. Implement USMA Safety Awards Program.

### AP 1.8.1. Continued maintenance of the Safety Awards Program under USMA Regulation 385-12(Safety and Occupational Health Program).



# USMA SOH Strategic Plan

---

**Goal 2: Provide safe and healthy workplaces and facilities for Soldiers, Cadets, Civilians, Visitors, contract workforce and Army Families. (*Inspections*)**

**Objective 2.1.** Provide a safe and healthy workplace or facility for all military, civilian employees, visitors and Cadets.

**AP 2.1.1.** Ensure workplaces are inspected for safety hazards; and if hazards exist ensure work or service orders are placed for corrective action.

**AP 2.1.2.** Ensure personnel are informed of safety hazards in the workplace regardless if that hazard cannot be fixed or not in a timely manner.

**Resource.** Supervisors and Academy Safety Offices.

**Objective 2.2.** Coordination of Safety Activities. Promote activities within USMA that ensures home, travel and on and off duty safety are paramount. Ensure leader development of staff and faculty through the USMA's unique leadership environment enhances the safety mission.

**AP 2.2.1.** Promote awareness of published road conditions, dangerous roads and safety days and events.

**AP 2.2.2.** Improve accident reporting for all accidents and injuries.

**AP 2.2.3.** Make use of USMA POV checklist in USMA Regulation 385-12 to assist personnel prior to taking an extended travel.

**AP 2.2.4.** Highly recommend the usage of the online application - Travel Risk Planning System (TRiPS) risk assessment tool at <https://safety.army.mil> or other online travel aides. These can be useful tools in planning a safe travel.

**Resource.** Academy Safety Offices, Public Affairs Office (PAO), Knowledge Management, and Informed leadership.

**Objective 2.3.** Foster two-way strategic safety communication to ensure that the military, Cadets, staff, and faculty clearly understand the intent of the USMA safety leadership and can effectively execute the command's intent at all levels for a safe work environment.

**AP 2.3.1.** Provide causal effects of accidents in the workplace if inspections and/or spot checks are not done.

**Resource.** Academy Safety Offices; safety handouts, messages and/or flyers.

**Objective 2.4.** Effectively manage the planning, programming, budgeting and execution process to secure resources to satisfy the full range of safety requirements resulting in efficient execution of the USMA Safety and Occupational Health Program.

**AP 2.4.1.** Academy Safety Offices with special use of USMA Regulation 385-12 and AR 385-10.

**AP 2.4.2.** Semi-annually prepare for the Safety Committee meeting, which is chaired by the Superintendent, Chief of Staff, and other safety leaders as mandated by AR 385-10.

**AP 2.4.3.** Ensure all Academy facilities are inspected annually.

**Resource.** Academy Safety Office management with assistance from the Secretary of the General Staff (SGS), G3, and G-8. The Academy Safety Offices will coordinate and schedule annual facility/site safety inspections.

# USMA SOH Strategic Plan

---

**Goal 3: Strengthen alliances and build partnership through synchronized USMA safety activities. (*Partnership*)**

**Objective 3.1.** Remain integrated in G3 to ensure Warning Orders (WARNO), Operation Orders (OPORDS) and Fragmentary Orders (FRAGO) identify required safety instructions and provide safety council/leadership when needed in operational activities.

**AP 3.1.1.** Review OPORDs for safety issues.

**AP 3.1.2.** Ensure deliberate risk assessment usage is stressed and mitigating factors are instituted.

**AP 3.1.3.** Ensure risk management is our principal means of force protection. Sound risk management principles will be fully integrated and applied in everything we do to ensure that we accomplish our mission without injury to personnel or loss of equipment. All of us need to be aware of the changing nature of risks based on the seasonal weather and various activities within USMA and the surrounding community.

**AP 3.1.4.** Allow no unnecessary risks and accept risk only when all prudent mitigating measures are in place. I expect all personnel to establish an environment that demands adherence to U.S. Army standards, wise decisions on risk management, implementation of risk mitigation measures, and care for our Cadets, Soldiers, civilian personnel, visitors and family members.

**Objective 3.2.** Ensure Academy Safety Offices maintain the ability to assist in support of unit activities as required by the mission.

**AP 3.2.1.** Allow Academy Safety Offices access to mission-planning stages so safety input can be provided promptly.

**Objective 3.3.** Sustain key strategic relationships while developing coalition support with our partners on and off the West Point Military Reservation.

**AP 3.3.1.** Continue safety support of Academy Activities, Directorates, Commands, and Departments through exercises, inspections, educational support, and support during emergency operations, and local and nationally involved events.

**AP 3.3.2.** Provide professional safety skills that are required for inspections, and other OSHA compliances to Academy organizations on West Point.

**AP 3.3.3.** Coordinate events and/or meetings with external safety offices with the concept of an exchange of ideas and information to better strengthen the Academy's Safety Mission.

**Resource.** Academy Safety Offices, external safety offices and liaisons.

**Objective 3.4.** Be role models and foster an environment of cohesion in which all members of the Academy team, including the community, are treated with dignity, honor and respect and serve as exemplary mentors and role models for military, cadets, staff, faculty and family members. Make safety a part of the job, not an addition to it. Never allow yourself to walk by a safety problem. Be proactive and always take action to stop a potential safety issue.

**AP 3.4.1.** Provide assistance when assistance is needed. If assistance cannot be provided try and at least guide personnel in the correct direction for managing their issues.

**Objective 3.5.** Through continuous safety analysis and evaluation ensure that the safety strategies and the tools used to communicate to various audiences are appropriate, effective, and are consistent with Army, DoD, and other U.S. Government messages.

**AP 3.5.1.** Provide feedback to leadership about issues on the job and what is observe through the days of one's day to provide a better and safer work environment.

**Resource.** All Academy Personnel.

## **APPENDIX A**

### **References**

#### **Section 5(a) (1) of the Occupational Safety and Health Act of 1970** **General Duty Clause**

##### **29 CFR 1960.8(a)**

The head of each agency shall furnish to each employee employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm.

##### **DoDI 6055.01**

Safety and Occupational Health Program

##### **DoDI 6055.04**

Traffic Safety Program

##### **AR 385-10**

The Army Safety Program

##### **DA PAM 385-10**

Army Safety Program

##### **DA PAM 385-16**

System Safety Management

##### **DA PAM 385-30**

Risk Management

##### **DA PAM 385-40**

Army Accident Investigation and Reporting

##### **USMA Regulation 385-12**

Safety and Occupational Health Program

##### **USMA Safety and Occupational Health Inspection Policy, MA-18-37**

##### **USMA Safety Policy and Procedures, MA-19-04**

##### **USMA Emergency Evacuation and Shelter in Place Policy--(Emergency Action Plan), MA-19-05**

## APPENDIX B



DEPARTMENT OF THE ARMY  
UNITED STATES MILITARY ACADEMY  
West Point, New York 10996

MASO

OCT 31 2010

### MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Military Academy Safety Policy and Procedures

#### 1. References.

- a. Army Regulation 385-10, The Army Safety Program.
- b. DA PAM 385-10, Army Safety Program.
- c. DODI 6055 Safety Series Instructions.
- d. General Duty Clause, Section 5(a) (1) of the Occupational Safety and Health Act (OSHA) of 1970.

2. Purpose. It is the policy of the United States Military Academy (USMA) to provide and ensure a safe and healthy environment for the USMA community by constantly maintaining effective safety and occupational health programs. In fulfilling this mission as a military educational academy, the greatest responsibilities of the USMA are to: protect personnel safety; preserve its physical assets; and protect the environment. It is also USMA's policy to comply with all applicable safety, health, and environmental protection laws, regulations and requirements. In the absence of specific regulatory statutes and mandates for particular situations, best management safety practices shall be followed.

3. Applicability. Safety is everyone's concern and responsibility at the United States Military Academy (USMA); thus, this policy applies to all members of the USMA community, including all faculty, staff, cadets, volunteers, contractors, and visitors at the USMA.

4. Policy. The USMA's goal is to prevent all workplace injuries and illnesses, property losses or damage, and adverse environmental impacts. Achieving this goal is the responsibility of every member of the Academy's community. This goal will be accomplished by organizations in the Academy applying the following: Accident Prevention; Employee/Cadet Training; Inspections of workspaces; and Partnering with internal and external organizations to the Academy for best management safety practices.



OCT 31 2018

MASO

SUBJECT: United States Military Academy Safety Policy and Procedures

5. Procedures.

a. Academy Safety Offices (USMA/United States Corps of Cadets (USCC)) responsibility.

(1) Academy safety offices shall identify applicable regulatory requirements, develop and implement corresponding compliance programs, provide consultative technical and compliance support to departments, and develop and provide necessary safety training programs when applicable.

(2) Academy safety offices shall post compliance programs, including, policies, procedures, safety manuals, training programs, and other safety requirements on the Academy safety offices' Sharepoint web sites (USMA & USCC respective sites).

(3) All applicable materials posted on the Academy safety offices' Sharepoint web sites are incorporated into this policy. Additionally, Academy safety offices will continually assess overall compliance effectiveness and develop revisions to compliance programs, procedures, and training programs as warranted.

(4) Academy safety offices will conduct regular, periodic facility and equipment inspections; investigate all work-related employee (civilian/military) accidents, injuries and illnesses; investigate non-work related accidents and injuries involving cadets/military members; make recommendations for corrections or improvements; and promote increased safety awareness by regularly communicating accident prevention goals and objectives to all members of the Academy community.

(5) Academy safety offices shall communicate and meet as necessary to review accident, injury, and illness reports, safety hazard reports, near-miss reports, and Workers' Compensation claims data to determine trends and develop targeted actions to reduce accidents, injuries, and other losses resulting from those trends. Workers' Compensation claims data will be requested from the local Civilian Personnel Advisory Center. Summaries of reports and claims data will be shared with Safety Committees so the committee may assist in implementing any necessary policy and procedural changes.

b. Academy Administration, Management and Supervisor's responsibility.

(1) Each person in an administrative, management or supervisory capacity is responsible for the provision and maintenance of safe working conditions in their respective areas and for dissemination and enforcement of all applicable rules and regulations.

(2) Shall sponsor and support all safety procedures, training, and hazard elimination practices.

8103 1 C T30

OCT 31 2018

MASO

SUBJECT: United States Military Academy Safety Policy and Procedures

(3) Management and supervisory personnel shall immediately address any safety-related deficiencies brought to their attention, and shall consult with Academy safety offices if assistance in correcting a deficiency is needed.

(4) Supervisors shall ensure that their employees are informed of the hazards associated with their job assignments, trained on and use the corresponding safe work practices for those hazards including (but not limited to) the selection and use of personal protective equipment, and know how to respond in case of an emergency. Supervisors in consultation with Academy safety offices shall investigate all work-related accidents, injuries, and illnesses to determine cause and to take actions to prevent recurrence.

c. Instructor & Cadet's responsibility. Instructors shall follow their department's procedures for reporting cadet accidents, injuries and illnesses. Cadets shall immediately report any classroom/coursework or barracks related accident, injury or illness to their instructor and/or building official.

d. Employee's responsibility.

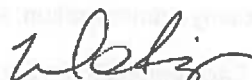
(1) Employees shall immediately report any work-related accident, injury or illness to their supervisors. Employees and supervisors shall complete the appropriate accident, injury, and illness forms as soon as possible and forward copies to the applicable Academy safety office.

(2) Employees who are notified of an accident, injury or illness involving a visitor shall contact emergency services and/or the military police for assistance.

e. Academy community involvement. All safety hazards, accidents, and failures to comply with policies, rules and regulations shall be reported to Supervisory personnel in the immediate area and to Academy safety offices.

6. The POCs for this action are the USCC Safety Office at (845) 938-8682 or the USMA Safety Office at (845) 938-0867.

FOR THE SUPERINTENDENT:



MARK D. BIEGER  
Colonel, IN  
Chief of Staff

DISTRIBUTION:  
SharePoint (USMA)