



UNITED STATES MARINE CORPS
MARINE CORPS SAFETY MANAGEMENT SYSTEM
VOLUMES 1-5

COMMANDANT OF THE MARINE CORPS
(SAFETY DIVISION)



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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MCO 5100.29C
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15 OCT 2020

MARINE CORPS ORDER 5100.29C

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS SAFETY MANAGEMENT SYSTEM (MCSMS)

Ref: (a) See Reference List at the Beginning of Each Volume
(b) SECNAV 5100.10K, Department of the Navy Safety Program, May 12, 2015
(c) DoDI 6055.01, Department of Defense Safety and Occupational Health (SOH) Program, October 14, 2014
(d) 5 U.S.C.552a, Records maintained on individuals
(e) SECNAVINST 5211.5F, Department of the Navy Privacy Program, May 20, 2019
(f) SECNAV M-5210.1, Records Management Manual, November 16, 2007
(g) MCO 5210.11F, Marine Corps Records Management Program, April 7, 2015

Encl: (1) Marine Corps Safety Management System Listing of Volumes 1-5

Reports Required: Reports that are required, and their periodicity, will be listed in the front of each volume.

1. Situation

a. This Order establishes the Marine Corps Safety Management System (MCSMS), a system designed to focus our Corps on Operational Excellence. References (a) through (g) provide the MCSMS minimum requirements. This Order prescribes strategic policy, procedures, and responsibilities for managing all categories of safety under Marine Corps control in compliance with Department of Defense (DoD) directives.

b. Operational Excellence is the professional, efficient, and expert execution of our warfighting missions, functions, and tasks. It demands a culture of continuous improvement and the pursuit of the highest standards. It requires vision and decisive action from every Marine. Specifically, Operational Excellence requires understanding there is a right way to do things, knowing what that way is, and the conscious choice to do things the right way, every time. We need to

focus more on Operational Excellence and less on safety, because "safety" is what naturally happens when we are performing to high standards.

c. Our Corps must choose to evolve beyond our legacy safety program and mindset. To accomplish this, commanders must actively strive to change our culture by re-focusing on Operational Excellence in all things, including safety and readiness.

d. This new Order, which defines the MCSMS, marks the beginning of our new approach to risk management. We do not manage risk for the sake of being safe. We manage risk in pursuit of Operational Excellence—to be ready and able to accomplish our assigned missions when we are called to action.

2. Cancellation. The publication of this Order in combination with the volumes published herein state volume-specific cancellations at the beginning of each volume.

3. Mission. Commanders at all levels shall create and implement their own Safety Management System within the framework provided by this overarching Marine Corps Safety Management System. Each unit's Safety Management System shall contain assigned personnel and deliberate procedures to identify hazards, assess risk, and implement safety controls. Each commander shall tailor their system to their unit's specific mission and the specific hazards, on and off duty, faced by their Marines.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Change the culture of the Marine Corps by redefining safety to focus on the Operational Excellence of our units and Marines, and by refocusing all Marines on the continuous management of risk. At the most basic and useful level, safety is the identification of hazards, the assessment of risk, and the implementation of controls. When Marines view safety this way, and actively perform these tasks, operational readiness improves. When Marines fail to identify hazards, we lose combat power to preventable damage, injury, and death.

(a) The Assistant Commandant of the Marine Corps (ACMC) is the Designated Agency Safety and Health Official for the Marine Corps and shall be listed as such on all posted Occupational Safety and Health Protection for Employees of the Marine Corp Posters, available at <http://www.dtic.mil/whs/directives/forms/dd/ddforms2000-2499.htm>. The ACMC establishes Marine Corps safety policy and chairs the Marine Corps Executive Safety Board (ESB).

(b) Director, CMC Safety Division is the designated service safety chief and provides direct support to the ACMC in

establishing and executing the Marine Corps Safety Management System, and all associated policies and procedures.

(c) Commanders shall implement this Order including the requirements of this Order, its Volumes, and references (b) and (c) as applicable.

(d) All Marines, Civilian Marines, and sailors attached to Marine units will use Risk Management processes for operational, training, and on- and off-duty activities in accordance with this Order and their specific command's Safety Management System.

(2) Concept of Operations. The MCSMS details systematic policies, practices, and procedures for the improvement of operational readiness, the prevention of mishaps, and the management of safety activities. The MCSMS is comprised of four pillars:

(a) Policy and Leadership. Operational safety policy defines the safety methods, processes, and organizational structure needed to meet both readiness and capability goals. Visible senior leader advocacy for the universal application of risk management reinforces leader and subordinate commitment to continually improving safety processes. At the most fundamental level, correct policy matched with leader engagement will create the reporting culture required to improve readiness and prevent mishaps.

(b) Risk Management. The Marine Corps charges all leaders to continuously communicate that consistent application of Risk Management is critical to success. Leaders must embed the Risk Management process into day-to-day operations, deliberate planning processes, and most importantly into the mindset Marines apply to warfighting.

(c) Safety Assurance. The evaluation, review, and monitoring of activities that assures commanders the elements of the MCSMS are being implemented, and guide continuous improvement efforts.

(d) Safety Promotion and Training. The communication, training, and other actions that create a positive safety culture across all echelons of Marine Corps organizations and activities.

b. Subordinate Element Missions

(1) Commanders shall ensure adequate staff and budgets are provided to implement a comprehensive safety management system that meets the requirements and intent of this Order.

(2) Commanders shall publish local implementing guidance and appropriate supplemental policies when necessary. Such guidance and policy must be consistent with this Order, but commanders are directed to adopt more detailed rules to meet specific unit and location needs, when not covered by this Order. Safety and Occupational Health (SOH)

Program policies shall be integrated into appropriate orders, training and indoctrination programs, publications, checklists, and Standard Operating Procedures (SOPs).

(3) Commanders shall integrate Risk Management processes into all planning, unit orders, training and indoctrination programs, checklists, and SOPs.

5. Administration and Logistics

a. This Order is applicable to all Marine Corps activities, including non-appropriated fund activities, operations under the sponsorship of the Marine Corps Community Services (MCCS) Program Director, and MCCS morale, welfare, and recreation activities. This Order also applies to acquisition, operation, sponsorship, and maintenance for all facilities.

b. The official and current version of this Order will be posted to Marine Corps Publications Electronic Library (MCPEL)
<http://www.marines.mil/News/Publications/ELECTRONICLIBRARY.aspx>.

c. Recommendations. Send recommendations for improving the Marine Corps Safety Management System to the Director, Commandant of the Marine Corps, Safety Division, via CMC Safety Division OMB account: <M_HQMC_CMC_Safety_Division_UD@usmc.mil>, and in coordination with their Command's safety office. Each individual volume states its own sponsor and means of sending recommendations or content contained within that volume.

d. Records Management. Records created as a result of this directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per SECNAV M-5210.1 CH-1 to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at: <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

e. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII

shall be in accordance with the Privacy Act of 1974, as amended (5 U.S.C. 552a) and implemented per SECNAVINST 5211.5F.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force to include all active duty military personnel on- or off-duty, reserve military personnel and DoD civilian personnel on duty. This Order extends to military family members, all other civilian personnel, including contractors, while on Marine Corps installations, participants in any Marine Corps sponsored events, operations, or training, and applies to all Marine Corps facilities, equipment, and materiel.

b. Signal. This Order is effective on the date signed.



GARY L. THOMAS
Assistant Commandant
of the Marine Corps

DISTRIBUTION: PCN 10207241200

Marine Corps Safety Management System Listing of Volumes

VOLUME	TITLE	DATE
1	Marine Corps Safety Management System Overview	15 OCT 2020
2	Risk Management	15 OCT 2020
3	Marine Corps Traffic Safety Program	15 OCT 2020
4	Marine Corps Aviation Safety	15 OCT 2020
5	Recreation and Off Duty Program	15 OCT 2020

Note: Volumes 6, 7, and 8 are in progress and will be incorporated into the MCO 5100.29C, Marine Corps Safety Management System. Safety Division anticipates the publication of MCO 5100.29C Change 1 during the 2021 Fiscal Year (FY21). The additional volumes are:

- Volume 6 - Safety and Occupational Health
- Volume 7 - Marine Corps Radiation Safety Program
- Volume 8 - Explosives Safety Management System

VOLUME 1

MARINE CORPS SAFETY MANAGEMENT SYSTEM OVERVIEW

SUMMARY OF VOLUME 1 CHANGES

Hyperlinks are denoted by *bold, italic, blue and underlined font*.

The original publication date of this Marine Corps Order (right header) will not change unless a full revision of the MCO has been conducted.

The date denoted by blue font (left header) will reflect the date this Volume was last updated.

All Volume changes denoted in blue font will reset to black font upon a full revision of this Volume.

CANCELLATION: The publication of this Volume cancels MCO 5100.29B, MARINE CORPS SAFETY PROGRAM, MCBUL 1650.23E, AWARDS FOR MISHAP-FREE FLIGHT TIME, and MCO 5100.32A, GROUND SAFETY AWARDS

Culture VOLUME VERSION	SUMMARY OF CHANGE	ORIGINATION DATE	DATE OF CHANGES
ORIGINAL VOLUME	N/A	15 OCT 2020	N/A

Reports Required: U.S. Marine Corps Ground Climate Assessment Survey System (GCASS), i.e., Aviation Command Safety Assessment (CSA), Aviation Maintenance Climate Assessment Survey System (MCAS) or Ground Safety Assessment Survey (Report Control Symbol MC-5100-07), Volume 1, Chapter 2, para 020103.K, and Volume 1, Chapter 6, para 060402, and Volume 4, Chapter 5, para 050102.A.

Submit recommended changes to this Volume, via the proper channels, to the following address:

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VOLUME 1: MARINE CORPS SAFETY MANAGEMENT SYSTEM OVERVIEW

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- (a) 29 CFR 1910, OSHA General Industry Standards
 - 1. 29 CFR 1910.147, General Industry Standards, *The Control of Hazardous Energy*
 - 2. 29 CFR 1910.1200, General Industry Standards, *Hazard Communication*
 - 3. 29 CFR 1910.1030, General Industry Standards, *Bloodborne Pathogens*
 - 4. 29 CFR 1910.146, General Industry Standards, *Permit-Required Confined Spaces*
 - 5. 29 CFR 1910.66, General Industry Standards, *Powered Platforms for Building Maintenance*
- (b) 29 CFR 1926.503, OSHA Construction Industry Standards, Training Requirements
- (c) 29 CFR 1960, OSHA Basic Program Elements for Federal Employees
 - 1. 29 CFR 1960.31, OSHA Basic Program Elements for Federal Employees, *Inspection by OSHA*
 - 2. 29 CFR 1960.35, OSHA Basic Program Elements for Federal Employees, *National Institute for Occupational Safety and Health*
- (d) 10 U.S. Code § 172 – Department of Defense Explosive Safety Board
- (e) DoDI 3020.41, Operational Contract Support (OCS)
- (f) DoDI 6055.01, Department of Defense Safety and Occupational Health (SOH) Program
- (g) DoDI 6055.07, Mishap Notification, Investigation, Reporting, and Record Keeping
- (h) DoDI 1400.25 Vol 451 Civilian Awards
- (i) SECNAVINST 5100.10K, Department of the Navy Safety Program
- (j) SECNAV M-5214.1, Department of the Navy Information Requirements (Reports) Management Manual
- (k) SECNAVINST 3590.5, Award of Medals, Trophies, Badges, and Similar Honors In Recognition Of Accomplishments
- (l) OPNAVINST 3750.6S, Naval Aviation Safety Management System
- (m) OPNAVINST 5100.23H, Navy Safety Program Instruction Manual
- (n) OPNAVINST 5450.215D, Mission and Functions of the Bureau of Medicine and Surgery
- (o) MCO 5040.6J, Inspector General of the Marine Corps Inspections Program
- (p) MCO P5102.1B, Mishap Investigation, Reporting, and Record Keeping
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- (r) MCO 1241.25 Civilian Community of Interest Program
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- (t) MCO 5100.29C, Marine Corps Safety Management System Base Order
- (u) MCO 3570.1C, Range Safety
- (v) MCO 3550.9, Ground Range Certification and Recertification Program
- (w) ANSI/ASSP Z10-2012, Occupational Health

VOLUME 1: CHAPTER 1

MARINE CORPS SAFETY MANAGEMENT SYSTEM
FRAMEWORK

SUMMARY OF SUBSTANTIVE CHANGES

Hyperlinks are denoted by ***bold, italic, blue and underlined font.***

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CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

CHAPTER 1

MARINE CORPS SAFETY MANAGEMENT SYSTEM

0101 PURPOSE

The purpose of the Marine Corps Safety Management System (MCSMS) is to provide a framework for managing Safety and Occupational Health (SOH) risks and opportunities. The aim and intended outcome of the MCSMS are to prevent injury and ill health to Marines, Sailors, and civilian Marines, and to provide safe and healthful places to work, live, and recreate; consequently, it is critically important for the organization to eliminate and/or mitigate hazards and minimize SOH risks by taking effective preventive and protective measures.

0102 JUSTIFICATION

When these measures are applied by the organization through the Safety Management System (SMS), they improve its performance. An SMS can be more effective and efficient when taking early action to address opportunities for improvement of performance. Implementing an SMS conforming to this Order enables the Marine Corps to manage its risks and improve its performance. The MCSMS will assist the organization with fulfilling its legal requirements and improve performance and efficiency through a systematic approach to safe operations that enhances operational effectiveness through the prevention of mishaps. We do this because it is one of our enduring principles delineated in MCDP 1-0 Marine Corps Operations – Marines take care of their own. As stewards of the Nation’s most important resource – its sons and daughters – we must effectively manage risk in every decision we make.

0103 BACKGROUND

The Marine Corps is responsible for the occupational health and safety of military personnel and others who can be affected by its activities. This responsibility includes promoting and protecting their physical and mental health. The adoption of the Marine Corps Safety Management System supports safe and healthful workplaces, prevents work-related injury, off-duty injury, occupational illness, and continually improves overall operational readiness. It is important to understand the difference between the MCSMS and the legacy Marine Corps Safety Program. The legacy Program amounted to a collection of required tasks – what to do. These tasks, performed as intended, resulted in significant increases in safety across the enterprise. What was lacking was unity of purpose and unity of effort between Headquarters Marine Corps (HQMC) and commanders at all levels. The Marine Corps Safety Program was an additive requirement, a program performed *in addition to* mission planning and execution. The MCSMS is a systematic approach that integrates principles, tasks, and requirements *into* mission planning and execution – how to do it. Implemented as intended, the MCSMS provides a framework commanders use to execute their missions safely, rather than executing a safety checklist. While HQMC and commanders will implement programs to accomplish certain elements of the MCSMS, the system is more than an amalgam of programs. The MCSMS provides a systematic approach to mission accomplishment using elements that work together to the following ends:

- Building a just culture
- Training Marines and units
- Planning, executing, and debriefing operations and activities on/off duty
- Assessing the effectiveness of the system
- Continuous process improvement

0104 SUCCESS FACTORS

The implementation of the MCSMS is a strategic and operational decision for a commander. The success of the system depends on leadership, commitment, and participation from all levels and functions of the organization. The implementation and maintenance of the MCSMS, its effectiveness and its ability to achieve its intended outcomes are dependent on a number of key factors, which include the following:

- Top management leadership, commitment, responsibilities, and accountability
- Top management developing, leading, and promoting a culture in the organization that supports the intended outcomes of the system
- Clear, effective communication
- Consultation with and, if applicable, the participation of Marines, Sailors, civilian Marines, organized labor representatives and families
- Allocation of the necessary resources to implement and maintain it
- Policies compatible with the overall strategic objectives and direction of the organization
- Effective processes for identifying hazards, controlling risks, and taking advantage of opportunities
- Continual performance evaluation and monitoring of the SMS to improve SMS performance
- Integration of the SMS into all of the organization's processes
- SOH objectives that align with SOH policy and take into account the organization's hazards, SOH risks, and SOH opportunities
- Compliance with all legal requirements

Note: Demonstration of successful implementation of this Order can be used by a command/unit to give assurance to personnel and other interested parties that an effective SMS is in place. Publication of this Order, however, will not in itself guarantee the provision of safe and healthful workplaces, their improved performance, or the prevention of work-related injury and ill health to Marines, Sailors, and civilian Marines. The level of detail, the complexity, the extent of documented information and the resources needed to ensure the success of an organization's SMS will depend on a number of factors:

- The organization's context (e.g., number of personnel, size, geography, culture, legal requirements, and other requirements)
- The scope of the organization's SMS
- The nature of the organization's missions, tasks, and functions

0105 SCOPE AND APPLICABILITY

010501. SCOPE

This Order establishes the Marine Corps Safety Management System (MCSMS) and prescribes the roles, responsibilities, and requirements for Headquarters Marine Corps, each level of command, supporting establishment organizations, individual Marines, and unit members within the MCSMS.

010502. APPLICABILITY

A. The provisions of this Order apply to all Marine Corps military and on-duty civilian personnel and operations worldwide. Exceptions include military-unique equipment (see note below), systems, and operations; conditions governed by other statutory authorities or inter-service support agreements; and conditions governed by international agreements overseas.

Note: Per reference (f), the Marine Corps shall apply U.S. Department of Labor (DOL), Occupational Safety and Health Administration (OSHA), and other non-Department of Defense regulatory safety and health standards to military-unique equipment, systems, operations, or workplaces, in whole or in part, insofar as practicable, by utilizing the more stringent requirements.

B. When military design, specifications, or deployment requirements render compliance with existing Safety and Occupational Health (SOH) standards unfeasible, inappropriate, or when no standard exists for such military application, commands shall develop, publish, and follow special military SOH standards, rules, or regulations to protect personnel from hazardous exposures. Acceptable exposure measures and limits shall be derived from the use of a Risk Management (RM) process.

C. The provisions of this Order do not apply to contractors unless otherwise required by law.

D. Commanders shall apply this Order consistently with the provisions of reference (g), other provisions of law providing for collective bargaining agreements and procedures, and any agreements entered into under such provisions. Commanders shall determine matters of official leave for employee representatives involved in activities under this Order by the procedures of reference (g), or applicable collective bargaining agreements.

E. In accordance with reference (d), Explosives Safety is exempt from the requirements of this Order. However, this Order does apply to SOH issues in explosives and ordnance areas, such as the evaluation of exposure to hazardous materials, noise, machine guarding, etc.

0106 MCSMS COMPONENTS

The MCSMS requires and supports Four Pillars: Policy and Leadership, Risk Management, Safety Assurance, and Safety Promotion and Training. Ensuring continuous improvement within the MCSMS and in achieving our goal of operational excellence is the Plan-Do-Check-Act (PDCA) cycle: an iterative, 4-step management method to control and continuously improve processes and products. Applying the PDCA cycle across each of the MCSMS pillars ensures continuous improvement, reinforcing and transforming Marines and materiel into missions accomplished safely.

010601. MCSMS FOUR PILLARS

Commanders at all levels shall employ the Four Pillars in an iterative, systematic way to accomplish their assigned missions.

- Pillar 1: Policy and Leadership
- Pillar 2: Risk Management (RM)
- Pillar 3: Safety Assurance
- Pillar 4: Safety Promotion and Training

A. Pillar 1: Policy and Leadership. Safety policy provides the framework to build a sound and proactive safety program. Active leadership involvement in the implementation and execution of the MCSMS at all levels is critical.

1. Safety Policy. Policy provides the requirements for a fully functional MCSMS and establishes, through documentation, the organization's expectations, objectives, employee participation, risk tolerance, and SMS business rules for its personnel. Policy corresponds to the "plan" stage in the PDCA business cycle. How each organization implements, promotes, supports, and reinforces those policies is the "Do" in the PDCA cycle. Policy will also define, document, and communicate the safety and risk-related roles, responsibilities, and authorities throughout the organization. Each commander shall align MCSMS policies with applicable instructions and guidance from higher headquarters and then convey its respective

leadership's expectations, objectives, employee participation, risk tolerance, and SMS business rules to their personnel.

2. Leadership. Commanders, Commanding Officers, and leaders have overall responsibility for safe operations and must clearly establish safety responsibility and accountability throughout their organizations, communicating their commitment to the safety and health of our Marines, Sailors, and civilian Marines. Safety staff at all levels shall assist commanders with the implementation and integration of safety and Risk Management elements into all activities. Commanders set safety policies and goals, and lead the MCSMS implementation, communicating safety management throughout the organization by identifying and controlling hazards, applying RM principles, implementing safety controls where required, and promoting a strong safety culture. Commanders shall:

- a. Establish a documented safety policy, which is communicated to all personnel (military, civilian) making clear that they are required to actively engage in the MCSMS. Commanders shall establish and implement processes that facilitate effective participation by all personnel at all levels.
- b. Provide personal leadership and assume overall responsibility.
- c. Appoint safety personnel in writing with the authority to execute MCSMS processes and programs.
- d. Direct the organization to implement and maintain a command safety management system.
- e. Hold all personnel accountable for effective system implementation.
- f. Identify reporting requirements up and down the chain of command (i.e., subordinate units) to provide measures of effectiveness for the performance of the SMS and feedback on how it can be improved.
- g. Ensure SMS and overall safety performance is included in military and civilian performance plans, performance appraisals, compensation, rewards, and recognition.

B. Pillar 2: Risk Management. Marines plan and conduct operations and training on a daily basis. How Marines plan, operate, and train is a reflection of a unit's leadership, culture, training, and commitment to the MCSMS. It is critical to both mission accomplishment and the preservation of our Marines and assigned equipment that Risk Management (RM) principles and processes are incorporated into all levels of planning, transition, execution, and decision-making, all the way down to the individual. RM will be used to identify and assess hazards, and to develop mitigating controls. Implemented control measures are then continuously monitored and analyzed to assess their effectiveness.

1. Requirements. All levels of Marine Corps leadership must establish Risk Management procedures, supported by appropriate training and resources, in order to identify hazards and manage risk both on and off duty. Requirements include the following:

- a. Prioritize the identification and communication of hazards throughout the unit and to communities of interest.
- b. Establish a RM evaluation policy for subordinate commands using evaluation and inspection processes.
- c. Complete risk assessments as part of the decision-making processes.
- d. Prioritize hazards based on probability and severity.
- e. Tailor RM training to unit and group training, operations, and exercises.
- f. Review evaluations for gaps and best practices, and share results with higher headquarters so this information can be disseminated to communities of interest. Higher headquarters must communicate a risk management strategy with stakeholders when unmitigated residual risk is transferred up or down within the chain of command.
- g. Develop and implement a change management strategy to minimize the introduction of new hazards and risks into the environment. Identify and manage risk caused by changes that may affect established processes.

2. Principles. Risk Management must be integrated into mission and task planning, preparation, briefing, execution, and debriefing. During hazard analysis, commanders must identify, document, and communicate an understanding of conditions that could prevent mission accomplishment. Specifically, the identification of hazards and assessment of associated risks produces a list of potential causal and contributing factors for potential mishaps that must be addressed, and that if they occur, would prevent mission accomplishment.

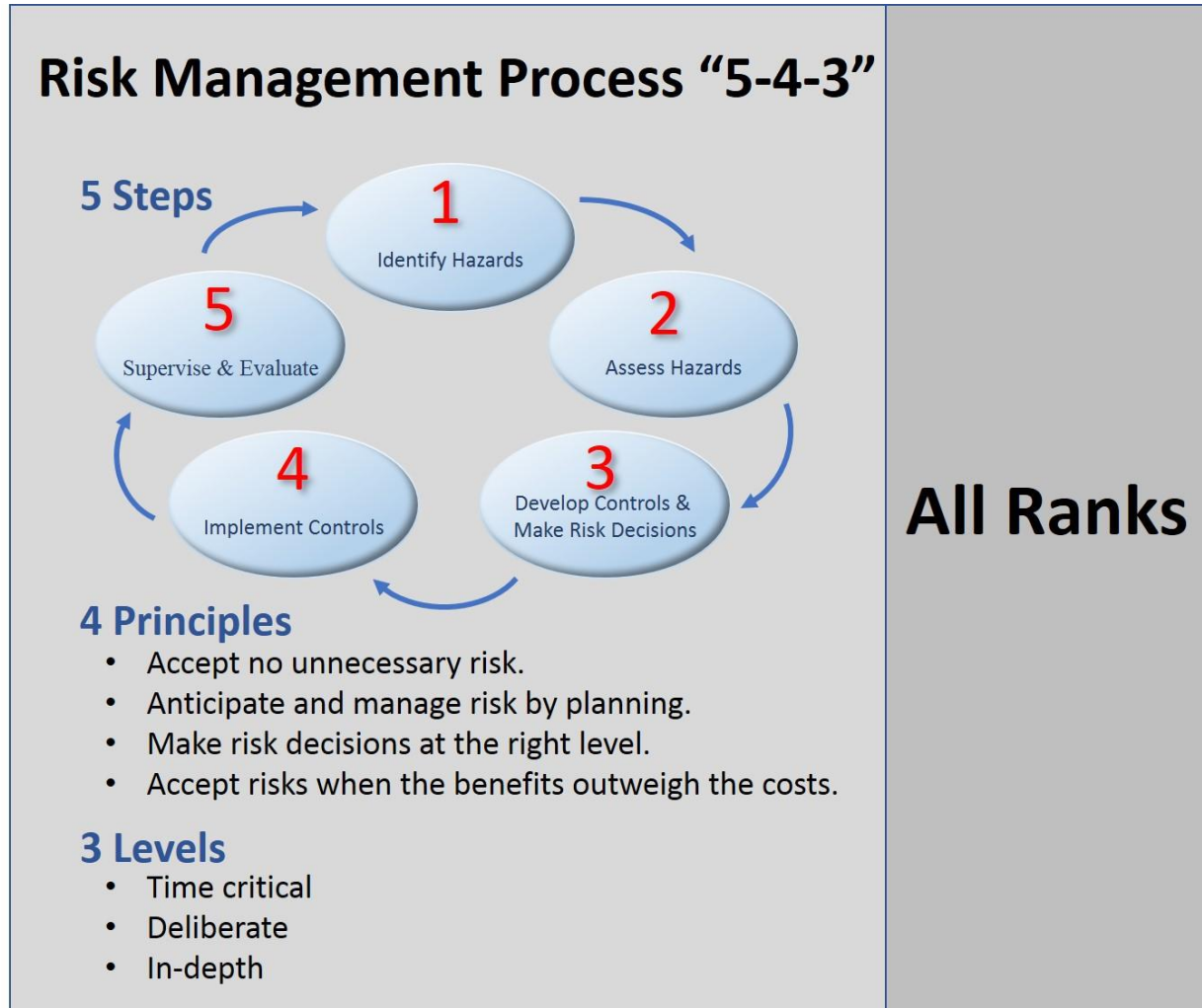
3. Risk is characterized by the probability and severity of a potential loss resulting from hazards, and is applicable to both on- and off-duty environments. Unidentified hazards lead to unassessed, and therefore unmanaged, risk.

4. Controls should include a methodology for monitoring and tracking their effectiveness while weighing risks against the benefits and value of the mission or task.

5. All risk decisions must be made at the appropriate level in the chain of command.

6. Risk management does not alleviate the inherent responsibility to comply with local, state, national, or host nation laws, regulations, and rules. Risk Management principles and steps will be covered in greater detail in Volume 2 - Risk Management.

Figure 1-1: Risk Management Process



C. Pillar 3: Safety Assurance. Safety assurance is the evaluation, review, and monitoring that assures commanders the elements of the MCSMS are being implemented, and guides continuous process improvement efforts. Assurance programs measure whether organizations conform to standards and are making progress toward established goals.

1. Requirements. Commands must evaluate system performance to identify hazards, determine conformity with risk controls, and assess SMS implementation. Headquarters commands must also monitor their internal and external data needs to analyze trends, identify hazards, measure effectiveness of risk controls, and assess their mission performance. Commands should use existing data streams and reports wherever possible to reporting burdens. Commanders shall support the safety assurance pillar by doing the following:

- a. Identify potential hazards and confirm risks during inspections, assessments and evaluations. This process focuses on compliance and conformance with the MCSMS and performance results achieved.
- b. Develop and implement a strategy to minimize the introduction of new hazards and risks into the work environment.
- c. Identify and manage risk caused by changes that may affect established processes and services.
- d. Ensure corrective actions are taken when non-conformance with SMS processes is identified.
- e. Establish, maintain, and monitor an anonymous reporting and feedback system to identify emerging hazards and to assess performance of applied risk controls.
- f. Ensure recommendations developed from acquired data are actionable and adequately measure SMS performance.
- g. Monitor the status of corrective and preventative actions, injury and illness metrics, and findings of incident investigations (i.e., including hazard and “near miss” reports), inspections, assessments, audit activities, performance measures, and trend analysis to determine whether the SMS is functioning properly.
- h. Investigate mishaps, near mishaps, hazards, and instances of potential regulatory noncompliance, and then share results with pertinent stakeholders.
- i. Ensure continuous improvement. Continuous improvement requires that commanders identify deficiencies, define and implement fixes, and measure results to ensure the deficiency has been corrected. The SMS supports continuous process improvement by creating a framework to review safety conformance and performance. It refines and improves suboptimal elements as trends develop by applying timely interventions. Leadership at all levels will use the PDCA cycle to continuously improve processes and products. The PDCA cycle is a requirement of an SMS in accordance with the voluntary consensus standards found in reference (w).
- j. Undertake MCSMS Program Management Review (PMR). The SMS PMR allows leadership and applicable process owners to conduct a strategic evaluation of the performance of the MCSMS, and to recommend improvements. Results and action items from this review shall be documented, prioritized, communicated to affected organizations, and tracked to completion. Further guidance on the MCSMS PMR process can be found in Chapter 6, *Safety Assurance*.

D. Pillar 4: Safety Promotion and Training. Safety Promotion and Training consists of a wide range of activities that shape organizational safety culture through multi-faceted communications and training. It is an essential piece of the MCSMS, which cannot succeed by mandate alone.

1. Promotion. Safety promotion increases awareness of MCSMS objectives and benefits to members of the command. Each command must communicate lessons learned, audit and evaluation results, mishap and near miss data, rationale behind the selection of controls, and preventative or corrective actions. This communication promotes transparency and a shared understanding of command priorities and goals. Each command's SMS must contain a safety education and awareness element that provides timely safety information and teaches personnel how to identify, assess, report, and manage hazards. This element must also include processes for two-way communication up and down the chain of command.

a. All personnel (military and civilian) shall know the MCSMS requirements that apply to their individual duties and responsibilities. Training records are generated and maintained as directed by this Order and other specified guidance.

b. Personnel Recognition. Timely recognition of personnel for their contribution to an effective SMS is a critical motivational tool that will drive continuous improvement of the MCSMS. Performance plans, performance appraisals, compensation, and reward and recognition systems include performance objectives related to the fundamental elements of a unit's SMS (see Chapter 5, *Safety Promotion and Training*).

2. Training. Both formal and informal training on safety and occupational health (SOH) and military unique activities and topics are necessary to ensure a fully functional SMS. Curriculum managers develop, document, deliver, and regularly evaluate formal training necessary to meet key safety and RM competency requirements. Personnel must receive regular training that is commensurate with their position and duty assignment in the organization, and their level of influence on the safety of the organization's operations. This training must meet the scope, content, and frequency of the objectives identified in this safety policy.

3. Safety Culture. An informed safety culture is composed of four culture types (Figure 1-2) that should be continuously promoted and reinforced through leadership actions throughout the organization:

- Just Culture
- Reporting Culture
- Learning Culture
- Flexible Culture

Figure 1-2: Foundations of an Informed Organizational Safety Culture

Culture Type	Description
Just	A Just Culture encourages personnel to report unsafe or unhealthful working conditions without fear of reprisal or adverse action. Commanders, commanding officers, officers in charge, and civilian equivalents must encourage reporting for safety analysis and mishap prevention purposes, while establishing clear guidelines on acceptable and unacceptable behavior. In a Just Culture, the immediate response by personnel who become aware of a hazard should be to find “what happened and why” versus “who to blame and punish.” A Just Culture fosters partnerships and builds trust between leaders and those led, and encourages the identification of hazards and the causes of mishaps.
Reporting	A Reporting Culture promotes the importance of voluntary reporting of hazards and errors in order to improve operational readiness, reduce mishap frequency and severity, and to prevent recurrence.
Learning	A Learning Culture requires a willingness to communicate lessons learned as well as to change procedures and practices based on known hazards and errors before a mishap results.
Flexible	A Flexible Culture empowers personnel to recommend procedural and behavioral changes within the organization.

a. Just Culture. The foundation of an informed culture is a Just Culture, which encourages personnel to provide safety-related information without fear of reprisal. A Just Culture should be continuously promoted and reinforced through leadership actions throughout organizations by encouraging members to address hazards and mitigate risk without fear of adverse actions. Commanders must encourage reporting for safety analysis and mishap prevention purposes, while establishing clear guidelines on acceptable and unacceptable behaviors. In a Just Culture, the immediate response by personnel who become aware of a hazard should be to find “what happened and why,” versus “who to blame and punish.” Leaders in a Just Culture should understand and promote the notion that more can be learned through full reporting and detailed investigation than blame and punishment. A Just Culture fosters partnerships for identifying hazards and the causes of events where safety was diminished. All personnel must clearly understand and recognize that it is unacceptable to punish all errors and unsafe acts regardless of their origins and circumstances while it is equally unacceptable to give blanket immunity from sanctions to all actions that could, or did, contribute to diminished safety. Commanders may not use safety investigation reports for any purpose except mishap prevention; however, other investigation types may be used as a basis for command disciplinary action, as appropriate. A “zero defect/tolerance” mentality prohibits a Just Culture.

b. Reporting Culture. As the second component of an informed culture, a Reporting Culture should be continuously promoted and reinforced by leadership actions throughout the command. Personnel must understand the connection between voluntary reporting of safety issues and being able to address them before they result in a mishap. A “zero defect/tolerance” mentality inhibits the self-reporting critical to a Reporting Culture due to fear

of punishment. Mistakes, which we must anticipate, accept, and account for, are not the same as patterns or habits of misconduct.

c. Learning Culture. As the third component of an informed culture, a Learning Culture should be continuously promoted and reinforced by leadership actions throughout the Marine Corps by showing a willingness to apply lessons learned and change procedures. A Learning Culture teaches both up and down, as well as laterally.

d. Flexible Culture. As the fourth component of an informed culture, a Flexible Culture, one where the organization and the people in it are capable of adapting effectively to changing demands, should be continuously promoted and reinforced by leadership actions throughout organizations by empowering personnel to recommend procedural and behavioral changes to manage risk.

010602. PLAN-DO-CHECK-ACT

Plan-Do-Check-Act (PDCA) is an iterative, four-step management method used for the control and continuous improvement of processes and products. The MCSMS incorporates the PDCA cycle across each of the Four Pillars by creating deliberate opportunities to refine and refocus suboptimal elements as trends develop, interventions succeed or fail, and new technology is introduced. All leaders will use the PDCA methodology to ensure continuous improvement.

A. Plan. Establish the objectives and desired end state. Study programmatic shortfalls, emerging trends, and changing conditions. Outline possible countermeasures and the necessary policy, programs, processes, and actions necessary to deliver results in accordance with the desired outcome.

B. Do. Implement the plan, execute the process, and make the product.

C. Check. Compare the actual results (measured and collected in "DO" above) to the desired results (targets or goals from the "PLAN"). Look for deviations in implementation from the "PLAN" and "DO" that may have affected execution. Charting data will make it easier to see trends over several PDCA cycles, and to convert the collected data into the information needed to "ACT."

D. Act. Apply corrective actions to the causes of differences between actual and desired results. Determine where to apply changes to improve the process or product. This part of the cycle should produce evidence of the future direction of the mishap prevention program and any needed changes to the policy, priorities, objectives, resources, or other program elements.

0107 MCSMS FRAMEWORK IMPLEMENTATION

Full implementation of the MCSMS creates a comprehensive and robust system that includes continuous process improvement. A systems approach fosters a strong RM culture that emphasizes procedural compliance. While other recognized SMSs closely align with the

MCSMS for occupational safety and health programs, these other SMSs do not include other functional safety RM areas required by the Department of Defense (DoD): specifically RM, acquisition safety, environmental health, emergency response, explosives safety, fire and emergency services, radiation safety, operational safety, human systems integration, system safety, recreational and off-duty safety (RODS), traffic safety, and public safety.

010701. CUSTOMIZATION

Units will customize their SMS to support their Marine Corps functions and geographic locations in accordance with the provisions of this Order.

VOLUME 1: CHAPTER 2

ROLES AND RESPONSIBILITIES

SUMMARY OF SUBSTANTIVE CHANGES

Hyperlinks are denoted by *bold, italic, blue and underlined font*.

The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.

All Volume changes denoted in blue font will reset to black font upon a full revision of this Volume.

CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

CHAPTER 2

ROLES AND RESPONSIBILITIES

0201 GENERAL

There is only one Marine Corps Safety Management System (MCSMS). Every unit, element, and individual within the Marine Corps has a role and subsequent responsibilities within the system. The implementation of the Four Pillars must be tailored by commanders to a specific unit's level of command, location, and assigned mission. The Enterprise supports the MCSMS through policies and programs that organize, train, and equip the force, as well as assigns missions and allocates forces and resources to subordinate commanders.

020101. COMMANDANT OF THE MARINE CORPS

The CMC is responsible for providing safety policy, planning guidance, and intent to the Marine Corps. These must be communicated to HQMC elements, Commanding Generals, and Marines through direct communications, public affairs messaging and campaigns, expectations to general officers via the General Officer Symposium / Executive Off-Site, oncoming commanding officers via the Cornerstone Course, and in person through presentation and site visits across the Marine Corps.

020102. ASSISTANT COMMANDANT OF THE MARINE CORPS

The Assistant Commandant of the Marine Corps (ACMC) is the Designated Agency Safety and Health Official (DASHO) for the Marine Corps and shall be listed as such on all posted Occupational Safety and Health Protection for Employees of the Marine Corp posters. Posters can be found on the Commandant of the Marine Corps public website for download. The ACMC manages and provides regular revision to all safety policies, and chairs the Marine Corps Executive Safety Board (ESB).

020103. CMC SAFETY DIVISION

The Director of the Safety Division is the designated Service Safety Chief and assists the ACMC in establishing safety policies and objectives, developing procedures, preparing and implementing directives, and administering, coordinating, and managing the MCSMS. Specifically, the Director of the Safety Division has the following responsibilities:

A. Oversee implementation of this Order.

B. Serve as the HQMC advocate for all safety programs: Aviation, Ground, Safety and Occupational Health (SOH), Industrial Hygiene, Traffic Safety, Recreational Off-Duty Safety (RODS), Radiation, Explosives, and Range Safety.

C. Establish the MCSMS policy and direction in coordination with the ESB, Deputy Commandants, commanders, and other DoD, government, and non-government agencies, as appropriate.

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D. Oversee the MCSMS policy in the following areas: aviation, ground, SOH, Industrial Hygiene, motor vehicle (personal, commercial, and tactical), ionizing and non-ionizing radiation, explosives, ranges, off-duty, recreation, and safety related quality of life.

E. In conjunction with Fleet Marine Forces and other Supporting Establishment Commands, annually review established safety program requirements and initiatives for inclusion in the Program Objective Memorandum (POM) budgeting cycle, Marine Corps Program Code (MCPC) 630604 (Safety), Installations Program Evaluation Board (PEB), Operation and Maintenance-Marine Corps (OMMC) appropriations (to include the Marine Corps Reserve program), BSS1 and 1A1A funding requirements. MCPC 630604 (Safety) provides resources associated with management and administrative costs for the safety program.

F. Serve as the point of contact for interpreting policy and providing subject matter expertise for SMS-related matters.

G. Ensure that relevant MCSMS training courses are developed and deployed.

H. Exercise Chapter 6, *Safety Assurance* oversight responsibility by conducting Command Safety Assessments (CSAs) to assess the status of command safety programs and provide significant safety trends to ACMC.

I. Work with Commander Naval Safety Center (COMNAVSAFECEN) to collect and analyze naval mishap, near miss, exercise, operational, and training data.

J. Analyze mishap data, identify causal factors, and recommend policy for preventing mishap recurrence. Provide safety trends to ACMC, Deputy Commandant for Aviation (DC/A), and Commander Naval Safety Center (COMNAVSAFECEN). Sources of mishap data include but are not limited to: personal casualty reports, OPREP-3, Department of Labor web site for the Division of Federal Employees Compensation (DFEC), DOD Force Risk Reduction (FR2), the Aviation Safety Awareness Program (ASAP), Enterprise Safety Application Management System (ESAMS), Medical Readiness Reporting System (MRRS), the Occupational Health Medical Surveillance and Hearing Conservation Readiness Applications, Web Enabled Safety System (WESS), Risk Management Information System-Streamline Incident Reporting (RMI-SIR), and Naval Aviation Safety Investigation Reports.

K. Track all Safety Investigation Report (SIREP) mishap recommendations (MISRECs) and Hazard Report (HAZREP) hazard recommendations (HAZRECs).

L. Serve as the Marine Corps Safety Program element point of contacts.

M. Represent the Marine Corps on all DoD and Department of the Navy (DON) safety policy formulation groups, the Defense Safety Oversight Council (DSOC), the DSOC Integration Group, the DSOC Steering Group, the Joint Services Safety Council and other safety councils and committees as required.

N. Assist Training and Education Command (TECOM) in developing safety

training curricula.

O. Develop safety award criteria, collect nominations, select award recipients, and publicize appropriately in accordance with Chapter 5, *Safety Promotion and Training*.

P. Provide Risk Management Subject Matter Experts (SMEs) to assist other Marine Corps agencies in the identification of hazards, the assessment of risk, and the application of deliberate Risk Management processes to all Marine Corps operations.

Q. Assist the Assistant Secretary of Defense for Readiness, Assistant Secretary of the Navy for Energy, Installations and Environment (ASN E, I&E), the Bureau of Medicine and Surgery (BUMED), and CMC Health Services (HS) with the execution of Marine Corps SOH and Industrial Hygiene programs.

R. Manage the Marine Corps Aviation Survey System (MCASS) and the Ground Climate Assessment Survey System (GCASS). Report Control Symbol MC-5100-07 is assigned to this reporting requirement.

S. Develop and implement Marine Corps policies regarding the Radiation Safety Program in accordance with Volume 6, *Safety and Occupational Health Program*.

T. Direct the management of all Naval Radioactive Materials Permits (NRMP) issued to Marine Corps commands. Conduct an assessment every two years of all Marine Corps NRMP and X-ray radiography programs.

U. Publish and disseminate the MCSMS. Collaborate with Headquarters Marine Corps Communications Directorate to stimulate interest in safety through electronic and print media. Communicate safety success stories, and share hazard awareness and near-miss lessons learned in accordance with Chapter 5, *Safety Promotion and Training*.

V. Employ social media to communicate safety messages in accordance with Chapter 5, *Safety Promotion and Training*.

W. Employ new technologies to ensure safety programs operate and resources are used efficiently and effectively to achieve desired objectives.

0202 HEADQUARTERS MARINE CORPS AGENCY HEADS

020201. DEPUTY COMMANDANT FOR AVIATION

Manage risk across the spectrum of USMC flight and aviation-related ground operations by directing the application of the Naval Aviation Safety Program and the Naval Air Training and Operating Procedures Standardization (NATOPS) program for the Marine Corps.

020202. DEPUTY COMMANDANT FOR INSTALLATION AND LOGISTICS

Implement the MCSMS Installation Core Safety Services, as defined in Chapter 4, *Core*

Safety Services that apply to fire protection and emergency services.

020203. DEPUTY COMMANDANT FOR PLANS, POLICIES, AND OPERATIONS

Act as the firearms safety point of contact for military police, guard forces, anti-terrorism/force protection forces, and the point of contact for motor vehicle safety as it relates to law enforcement. Coordinate with the CMC Safety Division staff at the Naval Safety Center (NSC) (Code 40), Norfolk, VA for review of all operational parachuting, and SCUBA mishap information, and all biannual parachute loft and dive locker safety inspection results.

020204. DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS

A. Manage the inventory of available officers and staff noncommissioned officers to ensure appropriate-level staffing of all Marine Corps safety billets to facilitate full-time safety officer billets.

B. Ensure Injury Compensation Program Administrators (ICPA) support Marine Corps safety officers and managers to locally manage lost work time cases.

C. Ensure military and civilian supervisor appraisals specifically include an evaluation of their SOH program management performance.

020205. DEPUTY COMMANDANT FOR PROGRAMS AND RESOURCES

Ensure validated MCSMS requirements are funded through the Program Objective Memorandum (POM) process, per references (f), (i), and (l).

020206. DEPUTY COMMANDANT FOR COMBAT DEVELOPMENT AND INTEGRATION/COMMANDING GENERAL MARINE CORPS COMBAT DEVELOPMENT COMMAND

Primary responsibility for all Marine Corps Force Development, with all other Deputy Commandants in support as advocates who can provide subject matter expertise in their respective fields, rather than as advocates who direct force development action.

020207. COMMANDING GENERAL, TRAINING AND EDUCATION COMMAND

A. Incorporate relevant SOH and Risk Management (RM) regulations, techniques, tactics, and procedures into the curricula of all military and civilian training and education.

B. In coordination with CMC Safety Division develop, implement, and provide institutional oversight for the Marine Corps Range Safety Program, to include ground, aviation, and Light Amplification by Stimulated Emission of Radiation (LASER) training on operational ranges.

C. Develop and publish appropriate range safety guidance. Develop and publish TECOM Safety of Use Memoranda (SOUM) for Marine Corps unique weapons, munitions, and training systems used on Marine Corps ranges and in training areas.

D. Fund the Marine Corps Range Safety Program within MCPC 460105-Ranges and Training Area Management.

E. Represent the Marine Corps on the NATO Range Safety Working Group (NRSWG), International Range Safety Advisory Group (IRSAG), and all other DoD-level range and training area safety groups, boards, and committees.

F. Ensure new weapons, ammunition, LASERs, and training systems have appropriate safety approvals, certifications, and required technical data prior to fielding and use on operational ranges.

G. Provide SMEs to support Marine Corps commands conducting Safety Investigation Boards (SIB) following mishaps on Marine Corps ranges and in training areas.

H. Ensure work-specific safety awareness training is implemented into Military Occupational Specialty (MOS) school curricula. Examples include respiratory protection for welders; confined space for wire communications, bulk fuel maintainers, combat engineers, explosives ordnance disposal technicians; and fall protection for aviation mechanics, field radio operators and combat engineers, etc.

020208. COMMANDER, MARINE CORPS SYSTEMS COMMAND

A. Incorporate SOH and RM principles into the materiel life cycle management process.

B. Ensure the Weapon Systems Explosives Safety Review Board, LASER Safety Review Board, Navy Radiation Safety Committee, and Lithium Battery Review Board reviews weapons and munitions during the system acquisition process.

C. Establish policy for suspending operations of Marine Corps ground equipment and weapons systems due to unsafe conditions, including issuance of appropriate instructions and safety of use alerts.

D. Ensure consideration of SOH features in the design, purchase, or procurement of all items over which the command exercises acquisition authority.

E. Implement the Marine Corps Explosives Safety Management Program, and represent the Marine Corps on the DoD Explosives Safety Board and other DoD-level explosive groups, boards, and committees.

F. Provide SMEs for SIBs involving material related failures of USMC-owned ground equipment and explosives when requested by the senior board member.

G. Serve as the Marine Corps point of contact with external agencies for all systems safety and acquisition elements. Ensure the Marine Corps is represented on all DoD and DON safety policy formulation groups, including the Defense Safety Oversight Council (DSOC) and all pertinent task forces and working groups.

020209. COMMANDING GENERAL, LOGISTICS COMMAND

A. Develop and implement the Marine Corps Radiation Safety program, also known as the Radiological Controls (RADCON) program.

B. Serve as the lead agent for Naval Radioactive Materiel Permits associated with mortar sight systems, depleted uranium, and chemical detectors.

C. Conduct annual RADCON Program audits of all Marine Corps commands, report the results to audited commanders, and provide results to CMC SD.

020210. COMMANDER, MARINE CORPS INSTALLATIONS COMMAND

A. Ensure the resourcing and management of all installation Safety and Occupational Health programs to include the execution of the installation's Core Safety Services is in accordance with Chapter 4, *Core Safety Services*.

B. Ensure subordinate commands host quarterly Safety and Drive Safe Councils for all installation and tenant commands. The installation safety office shall provide support and ensure minutes are maintained, and distributed to council members.

C. Require tenant organizations to comply with all applicable safety standards per support agreements.

D. Ensure the local contracting officer provides safety oversight of all contractor operations where required by applicable civilian safety regulations and the terms contained in the specific contract.

E. Acquisition personnel, safety professionals, and other management officials are encouraged to apply fundamental SOH concepts to all contracting efforts regardless of the award amount.

020211. INSPECTOR GENERAL OF THE MARINE CORPS

Review implementation of the MCSMS for compliance during command inspections, and recommend corrective actions.

020212. DIRECTOR, HEALTH SERVICES

Health Services coordinates with Bureau of Medicine and Surgery (BUMED) to provide occupational health (industrial hygiene, occupational audiology, and occupational medical

surveillance) and public health (preventive medicine, field and camp sanitation) consultative support.

0203 OPERATIONAL AND SUPPORTING ESTABLISHMENT HEADQUARTERS

Headquarters elements are critical in establishing and supporting the safety culture within which subordinate elements operate. Operational and Supporting Establishment Headquarters are responsible for facilitating the establishment of the MCSMS at the Headquarters and subordinate units. Additionally, they shall ensure the allocation of appropriate resources for its execution.

0204 O-5/O-6 COMMANDERS

In the MCSMS, the base formations are O5 and O6 level commands. These commanders and their executive officer and sergeant major command teams disproportionately determine the outcome of day-to-day operations and the behaviors of their Marines and Sailors on- and off-duty. Unit commanders have the greatest influence on setting the conditions for mission accomplishment and troop welfare by establishing culture, facilitating training, mitigating risk through planning and effective decision-making, and measuring effectiveness, performance, and compliance.

Mishaps have a detrimental effect upon combat power, manpower availability, equipment readiness, and unit and individual performance. A properly integrated and emphasized safety management system is a force multiplier, not a barrier to effectiveness or efficiency. Safety processes are ineffective when applied reactively rather than proactively as a part of planning processes. Integration vice addition is synonymous with a systems approach to safety. Commanders have the following responsibilities:

A. Establish their own unit level safety management system that meets the requirements of the MCSMS framework, including a published command safety policy and mission statement. Disseminate the policy statement to all personnel within 30 days after assumption of command. A review of the MCSMS will be included as part of an in brief by the commander to all new personnel within seven days of joining the command. Commands, units, and activities shall post the policy statement on all official bulletin boards and by other means as appropriate. The policy statement will reflect the commander's commitment to operational excellence, and the critically important requirement to continuously identify hazards, assess risk, and implement controls.

B. Organize, staff, and maintain a safety office as required by Chapter 3, *Safety Organization and Staffing* of this Order. Assign SOH responsibilities to qualified personnel.

C. In accordance with Chapter 7, *Safety Programming and Budget*, review and coordinate budget requirements, requests, program objective memorandum, and budget submissions for SOH. Ensure that each command, unit, and activity has sufficient authority and responsibility to plan for and ensure funds for their SOH staff, their equipment, materials, and the required training to implement an effective SOH program.

D. Ensure that senior management, middle management, and first-line supervisory personnel receive SOH training and support the SOH program.

E. Ensure all personnel are fully aware of their MCSMS obligations and personal responsibilities. Establish clear lines of accountability.

F. Establish safety councils and committees at appropriate command levels in accordance with Chapter 6, *Safety Assurance*. Chair the council at a senior level (e.g., Commanding Officer, Executive Officer, etc.) and ensure minutes are taken, maintained, and promulgated to all personnel in the command.

G. Establish and maintain liaison via the chain of command between the local installation safety office and other DoD commands, units, and activities. Coordinate specialty functions such as medical, fire, and security using memorandums of understanding or agreement, or inter-service support agreements to establish clear lines of responsibility.

H. Ensure compliance with all mishap investigation and reporting procedures in accordance with the appropriate references. Commands and units suffering mishaps related to naval aviation activities will report, investigate, and record as governed by reference (l), OPNAVINST 3750.1B, Naval Aviation Safety. All non-aviation Marine Corps mishaps are ruled by reference (p), MCO P5102.1B, Navy and Marine Corps Mishap Reporting, Investigation and Record Keeping Manual.

I. Ensure all workplaces are inspected annually or on the timelines established in Chapter 6, *Safety Assurance*.

J. Establish a Mishap Prevention and Hazard Abatement (MPHA) program as required by Volume 6, *Safety and Occupational Health Program*.

K. Establish procedures to protect all personnel from coercion, discrimination, or reprisals for participation in any part of the MCSMS. Ensure employees understand the appropriate grievance process for filing allegations of reprisals for making complaints of unsafe or unhealthful working conditions.

L. Develop procedures consistent with Office of Personnel Management, Manpower and Reserve Affairs, and MCSMS guidance to assess and recognize superior and deficient safety performance. Performance evaluations will include personal accountability consistent with the duties of the position and the SOH program. Specifically recognize both superior and deficient performance, as appropriate.

M. Coordinate occupational medicine and industrial hygiene field support with the supporting Medical Treatment Facility in accordance with Volume 6, *Safety and Occupational Health Program*.

N. Ensure compliance with applicable regulations and federal statutes governing the control of classified and controlled unclassified information.

O. Establish a comprehensive self-assessment program in accordance with Chapter 6, *Safety Assurance*.

0205 SAFETY AND OCCUPATIONAL HEALTH PROFESSIONALS, SAFETY MANAGERS, AND SAFETY OFFICERS

Safety and Occupational Health personnel are responsible for the following:

- A. Support the Deputy or Executive Officer (XO) in the execution of the command's SMS per this Order.
- B. Identify and train staff for required safety billets, i.e., safety officer or civilian manager, safety specialists, and safety representatives per this Order.
- C. Establish and evaluate the effectiveness of safety policies, plans, programs, and procedures.
- D. Provide technical advice, direction, guidance, and oversight on SOH matters to other commands, units, or activities, as well as bureau organizational elements and to subordinate field activities.
- E. Interpret SOH standards and regulations, and develop new or revised standards, when appropriate.
- F. Conduct assessments of the command's overall SOH program by performing subordinate command SOH management evaluations and reviewing self-assessments in accordance with Chapter 6, *Safety Assurance*. When subordinate commands, units, and activities utilize safety support services, the effectiveness of those services must be evaluated as part of the assessment.
- G. Serve as the command's SOH representative on safety councils, committees, and working groups established by installations, higher authority, and the private sector.
- H. SOH personnel shall serve as technical advisors to CMC SD on SOH-related matters in areas over which the command is assigned oversight.
- I. Utilize and disseminate SOH management and mishap prevention performance metrics established by CMC SD, COMNAVSAFECEN, and other higher commands. Establish specific metrics relevant to the mission and functions of the organization and disseminate them to subordinates.
- J. Review injury and illness analyses from commands, units, and activities to identify and initiate actions to improve the effectiveness of the SOH program and reduce instances of injury and illness.
- K. Foster safety awareness through appropriate promotional methods and channels of communication.

L. Ensure compliance with applicable safety standards and specifications in the design, purchase, and procurement of items over which the command exercises acquisition authority.

M. Plan, develop, participate in, and evaluate employee safety training in coordination with relevant training groups, offices, and organizations.

N. Ensure subordinate commands, units, and activities are adequately staffed and organized to carry out the safety functions as required by this Order.

O. Coordinate with explosives safety officers to ensure explosives site plans comply with applicable safety criteria.

P. For all subordinate unit mishap investigations, safety investigation boards, or single investigating officer actions, ensure compliance with the reporting criteria per reference (p).

Q. Ensure a safety investigation board process is in place to identify and train potential safety investigation board members within the Command staff.

0206 WORK CENTER/UNIT/SHOP SUPERVISORS

A. Direct the implementation of and provide resources for the work center/unit/shop level of the safety management system, within the framework of and in accordance with the MCSMS.

B. Enforce the applicable safety and health standards for their areas and operations, and those involving their subordinates. Demonstrate knowledge of their roles and responsibilities with relation to Risk Management and mishap prevention.

C. Use RM techniques to analyze work environment and job tasks for hazards. Conduct a job hazard analysis to determine potential hazards for each work task not governed by a technical order or other definitive guidance, and anytime a new work task or process is introduced in accordance with Volume 6, *Safety and Occupational Health Program*.

D. Provide and document work area specific on-the-job training for safety, fire protection, and health to all military and civilian personnel before assigning them duty tasks requiring this specific training. Review work processes annually, when new tasks or equipment are added, or when existing tasks change.

E. Develop a work center-specific Job Safety Training Outline for safety, fire protection and prevention, and health requirements, per reference (c). Documents will be maintained and centrally located, readily available to supervisors and individuals. Job-specific items and any additional training identified in Industrial Hygiene surveys will be documented individually, as appropriate.

1. Documentation will contain the following minimum data: trainee name (last, first, middle initial), rank, type of training, date of training.

2. Provide and document additional training when there is a change in equipment, procedures, or processes that affect the safety, health, or work environment of personnel.

F. Exercise control over job tasks to ensure personnel follow all precautions and safety measures, including the proper use of Personal Protective Equipment (PPE).

G. Report all on-and-off-duty mishaps involving assigned military personnel. Inform Human Resources when a mishap involves a civilian employee, and complete the required US Department of Labor, Office of Workers' Compensation Program forms. Adhere to local reporting requirements per host nation/US agreements for host nation employees.

H. Ensure NAVMC 11400, OSH Deficiency Notice or equivalent, issued by safety, fire protection, or Industrial Hygiene officials is posted annually to alert personnel of hazardous conditions and interim control measures. Take action promptly to eliminate hazards and correct deficiencies. Add all hazards to the Job Safety Training Outline. Train all employees on interim control measures and documents used.

I. Attend Supervisor Safety Training.

J. Conduct and document monthly spot inspections of employee work areas in accordance with Chapter 6, *Safety Assurance*.

K. Encourage and support employee participation in safety and health program activities and committees. Provide employees a positive and supporting environment where they can report work-related injuries and illnesses without fear of reprisal.

L. Ensure personnel requiring occupational health medical examinations attend scheduled medical appointments.

M. Ensure applicable SOH guidance for the workplace and operations is available to personnel, including SOPs as necessary for work processes.

N. Establish a supervisor safety committee in accordance with Chapter 6, *Safety Assurance*.

0207 MARINES AND DOD CIVILIAN PERSONNEL

Personnel are required to actively engage in the MCSMS. The organization shall establish methods that facilitate effective participation by all personnel at all levels. The inclusion of the MCSMS elements ensures Marines' engagement enhances the effectiveness of the MCSMS and drives continuous process improvement. Personnel support the MCSMS through the following:

A. Comply with safety instructions, technical manuals, and standard operating

procedures.

B. Use and maintain appropriate PPE for job tasks. Inspect and maintain PPE in accordance with technical orders, manufacturer instructions, and Volume 6, *Safety and Occupational Health Program*, Chapter 19, *Personal Protective Equipment*.

C. Apply RM principles to both on- and off-duty activities to enhance the safety and well-being of all personnel.

D. Participate in safety and health programs by reporting the existence of any unsafe or unhealthful operations or working conditions, i.e., hazards, near misses, and work-related injuries and illnesses through established procedures and without fear of reprisal.

E. Military personnel shall report both on- and off-duty mishaps and near misses to their supervisors. DoD civilian personnel shall report all on duty mishaps and near misses to their supervisors.

F. Complete scheduled medical surveillance appointments and attend required training.

0208 SUPPORTING/SUPPORTED AGENCIES/COMMANDS

020801. COMMANDER, NAVAL SAFETY CENTER (COMNAVSAFECEN)

By Memorandum of Agreement with CMC SD, COMNAVSAFECEN supports the Marine Corps Safety Management System through the following:

A. Provide mishap report collection, data and statistical analysis, technical assistance, safety surveys, publications support, and safety program consultations, and conduct independent safety investigations of major mishaps.

B. Support Marine Corps commanders with mishap investigation advisors for Class A mishaps and other mishaps that require SIBs (e.g., rounds impacting off-range, explosive mishaps with injury, etc.), in accordance with reference (p).

C. Upon request, provides a mishap investigation advisor to assist commanders with any safety investigation.

020802. MILITARY MEDICAL TREATMENT FACILITY (MTF) SUPPORT

A. References (m) and (n) direct BUMED to support CMC in all aspects of occupational health, which includes industrial hygiene, occupational and environmental medicine, and occupational audiology.

B. All Marine Corps commands shall use the local MTF for all occupational health support.

C. Marine Corps commanders shall ensure Marines and DoD civilian personnel receive occupational health services provided by the local MTF. Where such support is not available, commanders shall ensure the occupational health services are acquired from the nearest MTF or civilian medical center.

VOLUME 1: CHAPTER 3

SAFETY ORGANIZATION AND STAFFING

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 3**SAFETY ORGANIZATION AND STAFFING****0301 PURPOSE**

An effective command safety management system requires a structure that provides all levels of the command with direct lines of communication to the commanding officer for safety matters. All commanders are charged with employing their available manpower and resources to meet the intent of this chapter to the maximum extent possible. This chapter contains the minimum requirements for safety offices at all command levels, and their functional responsibilities. In addition to this chapter, aviation commands, squadrons, and stations shall adhere to requirements outlined in Volume 4, *Marine Corps Aviation Safety* of this Order.

0302 BACKGROUND

The Marine Corps is viewed and held accountable as an “Agency” in the eyes of the Occupational Safety and Health Administration (OSHA). Therefore, activities associated with safety must be viewed from an Agency perspective. To comply with OSHA regulations the Marine Corps has organized safety to function as a matrix organization with shared accountability, authority, responsibility, and subject matter expertise. Core Safety Services (CSS) are provided to all commands, units, and activities on Marine Corps installations or are identified as a special area in the internet Navy Facilities Asset Data Store (iNFADS). In accordance with Chapter 4, *Core Safety Services*, the level and quality of support services provided by CSS to tenant commands will be equivalent to the level and quality of support the host installation provides to itself. The CSS host and tenant must agree to the level and quality of support if the level and quality differ from what the host furnishes to its own component organizations. This Chapter outlines how the accountability, authority, responsibility, and subject matter expertise are shared to comply with the OSHA “Agency” requirements.

0303 HIGHER HEADQUARTERS COMMANDS SAFETY STAFFING AND FUNCTIONAL RESPONSIBILITIES

All headquarters commands must designate a safety professional who has sufficient authority and responsibility to effectively represent the headquarters commander in the management and administration of the safety management system for all assigned personnel and subordinate commands. The designated safety professional must report directly to the headquarters commander. Headquarters commands must provide adequate resources and staff for the designated safety professional to perform the following tasks:

A. Guide and assist subordinate commands in establishing, coordinating, directing, and evaluating the effectiveness of safety policies, plans, programs, and procedures.

B. Conduct oversight of subordinate commands to ensure effective Safety and Occupational Health (SOH) programs are in place. Evaluate the effectiveness of the Core Safety Services provided to commands.

C. Serve as the command focal point for SOH, consolidating and communicating hazards, risks, and SOH information to the commander for the entire chain of command.

0304 SUBORDINATE COMMAND SAFETY ORGANIZATION AND STAFFING CRITERIA

A. Designation of Safety Officer/Manager

1. Every O5/O6 command shall appoint a ground safety officer/manager in writing as a full time, special staff officer with direct access to the commander for safety matters. This appointed position may be filled by a civilian safety specialist, officer, or Staff Non-Commissioned Officer (SNCO). Ground Safety Officers (GSOs) or Ground Safety Managers (GSMs) will complete, at a minimum, the Ground Safety for Marines (GSM) course within 90 days of assignment, and then the Ground Mishap Investigation Course (GMIC).

2. Safety Staffing

a. In addition to the designated safety officer/manager, each command shall be resourced and staffed to fulfill the organization's mission, function, and assigned tasks. The approved mission, function, and tasks of the command are translated into staffing positions provided in the approved table of organization and equipment.

b. Position Classification Considerations. The safety organization will be led by a fully qualified and trained safety professional supported by a staff of qualified professionals. Chapter 5, *Safety Promotion and Training* outlines the minimum core training required to be a Marine Corps safety professional. Classification guidance is provided as follows:

c. Safety manager positions range from GS-12 to GS-15; safety assistant managers range from GS-12 to GS-14; specialists and technicians range from GS-05 to GS-12 (the journeyman level is GS-11); and clerical support range from GS-03 to GS-07. It is strongly recommended that every position at the GS-13 or GS-14 level be filled by a Certified Safety Professional (CSP). Reference Chapter 5, *Safety Promotion and Training*.

d. Active duty Safety Personnel include those with the MOS designation 7596-Aviation Safety Officers and MOS 8012-Ground Safety Officer/Manager.

e. Classification series that apply to Safety and Occupational Health Managers, Assistants, and Specialists include the following:

- 1) 0017 Explosives Safety
- 2) 0018 Safety and Occupational Health Management
- 3) 0019 Safety and Occupational Health Technician
- 4) 0690 Industrial Hygiene
- 5) 0803 Safety Engineering

0305 SAFETY FUNCTION ORGANIZATION AND STAFFING

The commander of each installation or unit shall designate a safety manager or officer to carry out the responsibilities in Chapter 4, *Core Safety Services*. Safety personnel should have direct access to the commander for safety matters. The safety program shall not be subordinated to other programs or functions. A qualified "safety specialist," or military personnel assigned to a unit safety officer billet, shall meet the definition and training requirements contained in Chapter 5, *Safety Promotion and Training*.

030501. INSTALLATIONS

A. Installations having a total population of 10,000 or more military and civilian personnel, to include tenant commands and resident dependents, shall identify and staff the following safety personnel:

1. One full-time safety manager or officer, either a civilian qualified for civil service employment as a safety and occupational health manager (GS-0018 series), or field grade officer qualified in mishap prevention program administration. The safety manager must be a qualified safety and health specialist per this Volume, Chapter 5, *Safety Promotion and Training* and should have a minimum of 4 years safety function management experience. Installations meeting this category require the safety and occupational health manager to have GS-13 or higher managerial and technical experience.

2. One full-time technical assistant, either a qualified safety and occupational health specialist (GS-0018 series) or a trained safety officer.

3. Additional trained technical assistants as required. A minimum of one safety specialist shall be assigned for each 1,500 "occupationally employed personnel," military and civilian combined.

a. Where a traffic safety program is required, one of the technical assistants assigned shall be qualified in motor vehicle mishap prevention.

b. Additional technical assistants may be required if other functions are added such as tactical safety, explosives safety, radiation safety, industrial hygiene, environmental safety, or asbestos program manager.

4. Clerical support as required.

5. One qualified work center/unit/shop Safety Representative (civilian safety specialist, officer, or SNCO) in each separately administered unit, and in other activities as deemed necessary and appointed in writing by the commander. The Safety Representative will remain a minimum of one-year in the assigned additional duty position. Each installation safety office or command safety staff will train, in accordance with Chapter 5, *Safety Promotion and Training*, their respective Safety Representatives within 30 days of appointment.

B. Installations having a total population of over 2,000 but less than 10,000 military and civilian personnel to include tenant commands and resident dependents shall staff the following safety personnel:

1. One full-time safety manager or officer, either a civilian qualified for civil service employment as a safety and occupational health manager (GS-0018 series), or a field/company grade safety officer as deemed necessary and appointed in writing by the commander. Installations under this category require the safety and occupational health manager to have managerial and technical experience at the GS-12 grade or higher.

2. Technical assistants, as required, a minimum of one safety specialist shall be assigned for each 1,500 "occupationally employed personnel," military and civilian combined.

a. Where a traffic safety program is required, one of the technical assistants shall have experience in motor vehicle mishap prevention.

b. Additional technical assistants may be required if other functions are added such as tactical safety, explosives safety, radiation safety, industrial hygiene, environmental safety, or asbestos program manager.

3. Clerical support as required.

4. One qualified work center/unit/shop Safety Representatives (civilian safety specialist, officer, or SNCO) in each separately administered unit, and in other activities as deemed necessary and appointed in writing by the commander. The Safety Representative will remain a minimum of one-year in the assigned additional duty position. Each installation safety office or command safety staff will train in accordance with Chapter 5, *Safety Promotion and Training*, their respective Safety Representatives within 30 days of appointment.

C. Installations having a total population of 2,000 or fewer military and civilian personnel to include tenant commands and resident dependents shall staff the following safety personnel:

1. One qualified full-time safety specialist (civilian safety specialist, officer or SNCO) as a minimum.

2. One qualified work center/unit/shop Safety Representatives (civilian safety specialist, officer or SNCO) in each separately administered unit and in other activities as deemed necessary by the commander. The Safety Representative will remain a minimum of one-year in the in the assigned additional duty position. Each installation safety office or command safety staff will train in accordance with Chapter 5, *Safety Promotion and Training*, their respective Safety Representatives within 30 days of appointment.

030502. CONTROLLING COMMANDS

The following commands shall establish a safety office staffed to coordinate the safety management system and mishap prevention programs:

- Commander, Marine Corps Forces Command (COMMARFORCOM)
- Commander, Marine Corps Forces Pacific (COMMARFORPAC)
- Commander, Marine Corps Forces Reserve (COMMARFORRES)/Commander, Marine Forces Northern Command (COMMARFORNORTHCOM)
- Commander, Marine Corps Cyber Command (COMMARFORCYBERCOM)
- Commander, Marine Forces Central Command (COMMARCENT)
- Commander, Marine Forces Southern Command (COMMARFORSOUTH)
- Commander, Marine Forces Europe/Africa Command (COMMARFOREUR/AF)
- Commander, Marine Forces Special Operations Command (COMMARFORSOC)
- Commanding General, Marine Corps Logistics Command (MARCORLOGCOM)
- Commanding General, Marine Corps Recruiting Command (MCRC)
- Commander, Marine Corps Installation Command (COMMCICOM)
- Commander, Marine Corps System Command (COMMARCORSYSCOM)

030503. APPOINTING AUTHORITY

Appointing authorities, such as each Marine Expeditionary Force, the associated Major Subordinate Commands/Elements, Marine Corps Embassy Security Group, and each regimental and aircraft group headquarters shall have a safety manager or officer (military or civilian) assigned the primary duty for safety. This safety manager/officer will coordinate mishap prevention efforts and provide assistance to battalion and squadron safety officers and other smaller, separate units of the command. Commands will comply with the following guidelines:

A. All command and unit safety officers down to and including the battalion or squadron level will be designated as a special staff officer, appointed in writing by their commanding officer, and given direct access to the commanding and executive officers for safety matters. The term safety officer includes any of the following personnel: a commissioned, warrant, staff non-commissioned, and civilian safety specialist, if assigned. Safety officers shall possess the necessary training and expertise to provide relevant, proactive mishap prevention, consultation, and advice to the command.

B. Division, wing, and higher will have a trained full-time (civilian or military) safety manager/officer.

C. Every unit down to the regimental level, aircraft group, aviation support group, or non-flying squadron shall employ a trained full-time unit safety officer, (e.g., Commissioned Officer or civilian GS0018).

D. Units staffed below the battalion or squadron level (e.g., Recruiting Stations) shall have a trained, additional duty unit Safety Representative appointed in writing by their

commanding officer. The Safety Representative will be retained for one year in the assigned additional duty position. Each installation safety office or command safety staff will train their respective Safety Representatives in accordance with Chapter 5, *Safety Promotion and Training*, within 30 days of appointment.

E. All commands with aircraft (Marine forces, wings, groups, and squadrons) shall have a safety officer with the title of Director of Safety and Standardization (DSS). The Department of Safety and Standardization is functionally organized per Volume 4, *Marine Corps Aviation Safety*, to include the following billets:

1. Director of Safety and Standardization
2. Aeromedical Safety Officer (for Wings/Groups)
3. Aviation Safety Officer
4. Ground Safety Officer
5. Naval Air Training and Operating Procedures Standardization (NATOPS)
6. Enlisted NATOPS NCO, for organizations with enlisted aircrew assigned

Officer

VOLUME 1: CHAPTER 4

CORE SAFETY SERVICES

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 4

CORE SAFETY SERVICES

0401 EXECUTION OF SAFETY SERVICES

Every leader is responsible for identifying hazards and assessing risk. Safety accountability, authority, responsibility, and subject matter expertise is shared between the host installation, which provides Core Safety Services (CSS), and their tenants. CSS is a Marine Corps Installations Command (MCICOM) functional mission responsibility. CSS is defined as host installation safety functions provided as common-service (non-reimbursable) or cross service (reimbursable) support. The services normally provided at Common Output Levels (COLS) to receiving tenant activities are for the prevention of mishaps and mitigation of risk to the lowest acceptable level. CSS will be provided to all commands, units, and activities located on Marine Corps installations, or identified as a special area in internet Navy Facilities Assets Data Store (iNFADS). The specific services provided to tenant commands are based on their organic safety missions, functions, and tasks, and on the internal self-assessments, and risk assessments completed with the CSS provider. In the event of limited CSS resources, services will be prioritized to allow those commands, units, and activities with the most risk to receive services first. Services not provided and the associated risk incurred must be communicated in writing to the senior installation and operational tenant commanders.

A. Core Safety Services Defined

1. Host installation services will provide the following:

a. Establish, coordinate, manage, and provide resources for a traffic safety and RODS program in accordance with Volume 3, *Marine Corps Traffic Safety Program*, and Volume 5, *Recreation and Off-Duty Safety Program*.

b. Provide assistance with Occupational Safety and Health Administration (OSHA) inspections in accordance with Volume 6, *Safety and Occupational Health Program*.

c. Provide consultation support for indoor environmental quality, facility assessment components (e.g., structural, electrical, mechanical, and facility-related), Safety and Occupational Health (SOH) programs (e.g., fall protection, hazard communication program, and confined space), or maintenance or sustainment issues owned by the installation.

B. Specific Core Safety Services. Tenant CSS will be determined by a CSS needs assessment.

1. Specific Core Safety Services include the following service authorities and responsibilities:

a. Services needs assessment to determine gaps in a unit's safety management system.

b. Safety Inspections. Trained safety and occupational health inspectors will inspect all installation and tenant work centers, buildings, training facilities, and ranges in accordance with Volume 6, *Safety and Occupational Health Program*. Tenant commands can request a review of applicable safety and occupational health programs and associated operations. **Note: Range certification policies are covered in references (u) and (v).**

c. Establish, coordinate, manage, and provide resources for a traffic safety and RODS program in accordance with Volume 3, *Marine Corps Traffic Safety Program*, and Volume 5, *Recreation and Off-Duty Safety Program*.

d. Investigation and documentation of all reports of unsafe or unhealthful work conditions, including occupational health hazards identified in an industrial hygiene survey. Maintain a log of identified and potential safety and occupational health hazards, interim abatement actions, and date corrected. For tenant commands, provide training, guidance, and support as requested.

e. Mishap Investigations. Tenant commands shall ensure all on- and off-duty mishaps and near misses are investigated, recorded, and reported by qualified personnel in accordance with reference (p) and local regulations.

f. SOH Program Support by subject matter experts.

1) Written catalog of CSSs provided to tenants.

2) Hazard assessments and surveys by SOH personnel.

3) Subject matter expertise and consultation for program elements such as procedures, training, and fit tests.

g. Personal Protective Equipment (PPE). During safety inspections and risk assessments, document PPE (e.g. head, sight, hearing, respiratory, and foot protection) requirements and compliance. Ensure appropriate PPE training and fit testing is conducted, and that PPE is available, used, and maintained per Volume 6, *Safety and Occupational Health Program*.

h. Support Military Operations and Training. Provide qualified safety professionals for operational training, pre-deployment, and deployment operations to Major Subordinate Commands. Ensure safety expertise, guidance, and assistance is available to identify hazards, assess risk, and develop and implement control measures to mitigate hazards, as required.

i. Safety Promotional Material. Ensure safety offices maintain a comprehensive public information program using posters, booklets, handouts, and other means to promote the safety management system aboard the base.

j. Accompany all federal and state safety and occupational health inspectors on SOH inspections in accordance with Chapter 6, *Safety Assurance*.

k. Collaborate with Injury Compensation Program Administrators to assess all work related injuries and illnesses. Provide a professional opinion on light duty assignments related to workplace conditions and work practices. The goal is the reduction of DoD civilian personnel lost work time due to injury in accordance with reference (s).

l. Safety Training. Provide required safety training for all personnel on SOH programs covered by this Order.

m. Safety Consultation. Upon request, CSS personnel provide professional support for special events and exercises. CSS ensure risk management principles are applied to new construction, renovation projects, and service contracts.

Note: Military Field Training Exercises (FTX) will be supported by the Major Subordinate Commands (MSC). Tenants will incur labor costs for safety support by the installation when services occur outside of scheduled work hours.

n. Host installation safety council meetings and invite major supporting commands and all tenants.

2. Specific tenant command authorities and responsibilities:

a. Comply with this SMS and additional installation SMS requirements.

b. Commanding Officer attends installation safety council meetings. Members of all safety departments or offices will serve as advisors to the council.

c. Allow access to Installation Safety SMEs.

d. Request support from CSS provider for SOH issues or program questions.

e. Abate identified deficiencies that fall within the authority of the command. Track deficiency abatement where command employees are exposed to hazards, regardless of who is responsible for abatement.

f. Report mishaps to the installation safety office as required by the Host Tenant MOU/MOA.

g. Ensure the local military treatment facility receives documented occupational health and industrial hygiene services as required per Industrial Hygiene survey.

h. Track completion of safety-related services and communicate to headquarters.

0402 CSS NEEDS ASSESSMENT

The CSS needs assessment determines what services are required by tenant commands.

A. Installation and tenant commands shall conduct an annual CSS needs assessment that includes the following:

1. An assessment of tenant command safety personnel missions, functions, and task responsibilities.

2. Commander, Marine Corps Installations Command will annually assess SOH SMS requirements based on specific tenant missions, functions, and tasks.

3. Determine the need for program managers or designated SOH personnel for high-risk programs such as hazardous energy control, electrical safety, confined space, fall protection, and respiratory protection.

4. Annual review of services provided, and services planned for the upcoming year.

B. HQMC MCICOM will provide the needs assessment format that installation safety offices will use without modification.

C. Support agreements shall be updated based on the results of the annual CSS needs assessment.

D. Commander Marine Corps Installation Command will provide an annual report to the Director, CMC SD, detailing the performance of CSS including what services were and were not provided to tenants.

VOLUME 1: CHAPTER 5

SAFETY PROMOTION AND TRAINING

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VOLUME 1: Chapter 5

SAFETY PROMOTION AND TRAINING

0501 SAFETY PROMOTION

Safety promotion consists of a wide range of activities that shape organizational safety culture through communication and training. It is essential to the overall function of the MCSMS, which cannot succeed by mandate alone.

050101. LEADERSHIP COMMITMENT

Commanders will promote safety awareness at all venues including commander calls, holiday safety briefings, and other events or functions. Promote the growth of a positive and proactive safety culture through the following actions:

A. Publish a safety policy for all personnel and subordinate commands, units, and activities.

B. Visibly demonstrate a commitment to the MCSMS by recognizing personnel for their contributions and achievements.

C. Clearly and regularly communicate MCSMS policy, goals, objectives, standards, responsibilities, and performance objectives to all organizational personnel.

D. Ensure essential resources (i.e., staffing, funding, and training) are available to implement and maintain the MCSMS.

E. Ensure the publication and dissemination of information about the MCSMS. Collaborate with Headquarters Marine Corps Communication Directorate to stimulate interest in safety through electronic and print media. Communicate safety success stories, hazard awareness, and information on near-miss events and lessons learned in accordance with this chapter. The Naval Safety Center's Knowledge Management & Safety Promotions Directorate, Lesson Learned Branch and the CMC Safety Division manage all Navy and Marine Corps, safety related, Lessons Learned products.

F. Provide safety promotion and education materials including posters, films, technical publications, and pamphlets. These are proven cost effective safety awareness tools and will be budgeted for and used by all echelons of the Marine Corps to promote safety.

0502 AWARDS

Awards will be used to recognize commands and individual military and government civilian employees for significant contributions and accomplishments made in the field of safety and mishap prevention.

050201. COMMAND SAFETY AWARDS PROGRAM

All Marine Corps controlling commands shall establish a safety awards program to recognize the outstanding safety performance of subordinate units and military and civilian personnel. For example: A Marine Accident Prevention Award presented to units that complete 12 consecutive months, a major training exercise, or a deployment of greater than 120 days without experiencing a class A, B, or C mishap. Commanders may incorporate additional awards to recognize significant accomplishments throughout their organization (Reference this Chapter, enclosures (6), Marine Corps Safety Awards Submission Timeline, and enclosure (7), Marine Corps Safety Award Grading Criteria).

050202. UNIT IMPACT AWARDS

Commanders should promote safety awareness through on-the-spot recognition of safety related actions that exceed what is normally expected of an individual or organization. Commanders may purchase commemorative items, utilizing local funds, and are authorized to design and use locally produced certificates, plaques, or trophies.

050203. CMC SD SAFETY AWARDS

A. Marine Corps Ground Safety Awards. The Director, Safety Division, will convene the Marine Corps Ground Safety Awards Board annually, on or about 1 February.

1. Warrior Preservation Award. This award is presented each fiscal year to the Marine Corps installation that has maintained the most comprehensive safety management system. Nomination packages are limited to a total of 10 pages, not including endorsements, and shall be organized per this Chapter, enclosure (1), *Warrior Preservation Award/Marine Corps Safety Award Nomination Format and Criteria*. This award consists of a commemorative wall plaque and a certificate signed by the Commandant of the Marine Corps, in accordance with reference (k).

a. Eligibility. All Bases, Stations, Depots, Support Activities, and Air Facilities that provide the core safety services identified in Chapter 4, *Core Safety Services*.

b. Award Criteria. Nominees will have made significantly greater contributions to safety than normally expected of those in their particular assignments during the fiscal year. A safety program must be established and maintained installation-wide, and will be judged on the awards criteria listed below. Nomination packages will be endorsed by the first General Officer in the chain of command. Criteria:

1) The safety department has direct access to the commander and is organized and staffed to accomplish the safety mission.

2) The safety department provides the core safety services as outlined in Chapter 4, *Core Safety Services*.

3) The installation has received a rating of “Mission Capable” and “Effective” on their most recent Inspector General of the Marine Corps inspection, a rating of “Mission Capable” on their most recent Commanding General’s Readiness Inspection, a rating of “Satisfactory” on their most recent MARCORSSYSCOM Explosives Safety Inspection Compliance Review or their DoD Explosives Safety Board Evaluation, and has maintained range certification for those with live fire training ranges.

4) Commands submitting packages for the Warrior Preservation Award will not be considered for the Marine Corps Safety Award.

B. Marine Corps Safety Award. This award is presented each fiscal year to the Marine Corps command in each category (per this Chapter, enclosure 2, *Marine Corps Safety Award Activity Groupings*) that has maintained the most outstanding safety management system. Nominations will be in narrative style and limited to 10 pages, not including endorsements. Nominations will be submitted through the chain of command and endorsed by each General Officer. The award consists of a commemorative wall plaque, a Marine Corps Safety Division commemorative coin and a certificate signed by the Commandant of the Marine Corps, in accordance with references (h) and (k).

1. Eligibility. All Marine Corps commands.

2. Award Criteria. Commands shall submit nomination packages for the appropriate Higher Headquarters (HHQ) or unit category described below.

a. Operational Forces HHQ Safety Award. General Officer commands in the Operational Forces (MARFORs, MARSOC, Marine Expeditionary Forces, Divisions, Wings, and Groups).

b. Operational Forces Unit Safety Award. O-5 and O-6 commands in the Operational Forces.

c. Supporting Establishment HHQ Safety Award. General Officer commands in the Supporting Establishment (TECOM, LOGCOM, MARCORSSYSCOM, MCRC, and MCICOM).

d. Supporting Establishment Unit Safety Award. O-5 and O-6 commands in the Supporting Establishment.

e. Commands that submit packages for the Marine Corps Safety Award will not be considered for the Warrior Preservation Award.

C. Marine Corps Safety Excellence Award. This award is presented each fiscal year to one officer, one enlisted, and one government civilian employee (of any service/pay plan whose primary responsibilities are outside of Safety Occupational and Health) who have made the most significant contribution to the Marine Corps Safety Management System. Nomination packages will be in narrative style and limited to four (4) pages, not including endorsements and

photographs. Nominations will be submitted through the chain of command and endorsed by each General Officer. The award consists of a commemorative wall plaque, a Marine Corps Safety Division commemorative coin, and a certificate signed by the Commandant of the Marine Corps, in accordance with references (h) and (k).

1. Eligibility. All Marine Corps military and government civilian employees.

2. Award Criteria. Per this Chapter, enclosure (3), *Marine Corps Safety Excellence Award/Marine Corps Civilian Safety Professional of the Year Criteria*, the narrative will describe the contributions or noteworthy accomplishments the individual made to the Marine Corps Safety Management System during the fiscal year.

D. Marine Corps Civilian Safety Professional of the Year Award. This award recognizes a civilian government employee in the safety community for outstanding contributions to the Marine Corps Safety Management System.

1. Eligibility. All Community of Interest civilian career safety professionals (Occupational Series GS-0017/0018/0803/0019) are eligible.

2. Award Criteria. Per this Chapter, enclosure (3), *Marine Corps Safety Excellence Award/Marine Corps Civilian Safety Professional of the Year Criteria*, the narrative will describe the significant contributions and noteworthy accomplishments that the individual made to the Marine Corps Safety Management System during the fiscal year. Considerations:

- a. Accomplishments and innovations the nominee developed that reduced mishaps or increased the effectiveness of mishap prevention efforts.
- b. Incorporation of risk management principles and techniques.
- c. Participation in activities and recognition by local, national, and/or international safety agencies outside of the Marine Corps.
- d. Contributions to mishap and incident investigations.
- e. Contributions to safety publications.
- f. Mishap investigation reports and analysis.

E. Road Warrior Award: Individual Government Motor Vehicle Operator Award. This award is presented to the military and government civilian employees operating Government Motor Vehicles (GMVs) and tactical vehicles who achieve mishap/violation free driving mileage at 2,500 mile increments. The award consists of a certificate from the Commandant of the Marine Corps.

1. Eligibility. All Marine Corps military and government civilian employees operating GMVs and tactical vehicles.

2. Award Criteria. The individual command is responsible for tracking an operator's mileage record. Commanders will determine operator eligibility for this award and submit award requests with endorsements to the CMC SD using the sample letter format in this Chapter, *Safety Promotion and Training*, enclosure (4).

F. Road Warrior Award: Unit Government Motor Vehicle Operator Award. This award is presented to units driving GMVs and tactical vehicles who achieve cumulative mishap/violation free driving mileage at 25,000-mile increments. The award consists of a certificate from the Commandant of the Marine Corps.

1. Eligibility. All Marine Corps units.

2. Award Criteria. The individual command is responsible for tracking the unit's overall cumulative mileage record. Commanders will determine unit eligibility for this award and submit award requests with endorsements to the Commandant of the Marine Corps Safety Division (CMC SD) using the sample letter format in this Chapter, enclosure (5), *Unit Road Warrior Award Submission Format*.

G. Award for Mishap-Free Flight Time. The goal of the Marine Corps Aviation portion of the Safety Management System is to preserve human and material resources through the elimination of hazards that cause aircraft mishaps. This goal is attainable only through the dedicated efforts of individual aircrew members and squadrons. Accordingly, the awards herein promote safety awareness by recognizing those aircrew members and squadrons whose superior performance and commitment to professionalism enhance the readiness posture of Marine Aviation by ensuring a safe operating environment.

1. Eligibility. Aircrew members and squadrons.

2. Award Criteria.

a. All eligible Marine aircrew members will be presented a certificate in recognition of the attainment of each consecutive 1,000 hours of mishap-free flight time. Flight time shall include both pilot and copilot time and special crew time accrued while flying as a naval flight officer or enlisted aircrew member. Involvement in a Class "A, B, or C" mishap, as defined in reference (1), in which certain individual aircrew human factors are determined by the mishap board to be causal factors of the mishap, will remove an individual from eligibility for this award. The individual squadron commanders shall scrutinize all mishaps involving potential award recipients to make a determination on eligibility. Just as squadron commanders shall be responsible for disqualifying aircrew that do not meet the requirements for the award, they shall determine eligibility for aircrew involved in mishaps where the causal factors were clearly beyond the control or responsibility of said aircrew.

b. All eligible Marine squadrons will be presented a certificate in recognition of the attainment of each consecutive 10,000 hours of mishap-free flight time. A Class "A" mishap, as defined by reference (1), will remove a squadron from eligibility for this award. A squadron, however, will remain eligible for this award if the controlling custodian

determines causal factors were beyond the control of the individuals involved, and mishap-free flight time will continue to accrue per paragraph 918 of reference (l). Controlling custodians will determine a squadron's eligibility for this award.

c. Commanders should submit award requests for eligible individuals and units to CMC SD using the sample letter format provided (see this Chapter, enclosures (8), *Sample Letter Requesting Individual Award for Mishap-Free Flight Time* and (9), *Sample Letter Requesting a Unit Award For Mishap-Free Flight Time*. Any questions regarding individual or unit eligibility shall be directed to CMC SD, Aviation Branch. A new baseline for mishap-free flight time will begin on the first flight following the disqualifying mishap. The activity which has responsibility for maintaining an aircrew member's flight records will determine eligibility for this award.

d. Copies of certificates awarded to individual aircrew members should be forwarded to CMC Manpower Management Records and Performance Branch (MMRP) for inclusion in the Marine's Official Military Personnel File per reference (j). Ensure that copies forwarded to MMRP include the Marine's Electronic Data Interchange Personal Identifier (EDIPI).

0503 TRAINING

Training is integral to safety awareness. Both formal and informal training on safety-specific and operational topics are necessary to ensure a fully-functional SMS. Personnel must receive regular training appropriate to their billet in the organization, and their influence on the safety of the organization's operations and services. This training's scope, content, and frequency must meet the objectives identified in this safety management system, and should rapidly incorporate lessons learned.

050301. RESPONSIBILITIES

A. Marine Corps Safety and Occupational Health training contributes to operational readiness by embedding risk management processes in everything a unit does. The training must meet standards set forth in the activity and unit SOPs, Technical Manuals (TMs), Performance Manuals (PMs), applicable OSHA standards, and other Federal and state specified directives and standards.

B. Command Safety Officers and Managers shall provide new command leaders a safety orientation within 60 days of arrival or appointment that includes the following:

1. Safety responsibilities
2. Status of the command's safety management system
3. Last annual inspection results, open recommendations, unabated hazards, and hazard abatement plan

4. Command/unit specific mishap rate, trends, and open mishap recommendations

5. Special interest items such as high risk activities, motorcycle safety, OSHA Voluntary Protection Programs

6. Explosives site plans, facilities, and explosives safety deviations

7. Safety Awards Program

8. Command safety challenges

050302. TRAINING REQUIREMENTS

A. Leadership Training. All Marine Corps leaders, commanders, directors, managers, and supervisors will be provided specialized training to enable them to properly execute their SOH and RM leadership responsibilities.

1. Commanders. All Commanders are required to attend Cornerstone.

2. Aviation Commanders. Commanders of Marine Corps Aviation organizations that are aircraft reporting custodians shall complete the School of Aviation Safety (SAS) Aviation Safety Commanders (ASC) course within two years preceding assumption of command.

3. Supervisors. Supervisors are responsible for maintaining a safe and healthful environment. Supervisory personnel are defined as civilian personnel who give direction to one or more military or civilian personnel. For military personnel, commanding officers will identify supervisory personnel by billet (E-4 or above). Supervisor Safety Training (SST) provides supervisors skills needed to implement safety policies and programs, basic skills for fostering a workplace where hazards are identified and risks managed, and develops skills to recognize, control, report, and eliminate hazards. The installation/command/unit safety managers shall ensure SST is provided to all supervisory personnel. New supervisors shall be provided SST training within 90 days of appointment and annually thereafter. They shall provide documentation to each attendee's organization and maintain file copies of class rosters.

a. Initial training will be composed of safety indoctrination and mishap prevention specific to the supervisor's position. Initial SST shall cover an overview of the supervisors' responsibilities for providing and maintaining safe and healthful working conditions for personnel, as described in this Order, reference (c), Executive Orders, and the Marine Corps Safety Campaign Plan as they apply to procedures for reporting and investigating allegations of reprisal, procedures for abating hazards, and other appropriate rules, regulations and precautions, and mishap reporting.

b. Mishap prevention methods shall cover processes, procedures, and programs used in identifying, eliminating, or reducing SOH hazards. At a minimum, this training shall include:

- 1) Development and use of job safety and hazard analysis, and other risk management techniques
- 2) Implementing, conducting, and documenting scheduled inspections
- 3) Implementing, documenting, and tracking hazard abatement actions
- 4) Mishap investigation, recording, and reporting procedures
- 5) How to train and motivate subordinates to assure safe and healthful work practices
- 6) Risk management
- 7) Hazard control principles
- 8) Implementing, conducting, and documenting a supervisor safety committee

c. Supervisors' Safety Training Annual Refresher and Update.

Installation/Command/Unit safety managers shall ensure supervisors receive annual training that is a refresher and update to their initial supervisors' safety training. The safety office shall maintain documentation of the training. The safety manager shall determine subject matter and duration of the training based on needs of the supervisors receiving the training. Training will be directed at supervisors' job tasks with the goal of progressively enhancing supervisors' skills in providing a safe and healthful work center for those supervised.

B. All Personnel (Military/Civilian). Per reference (c), all Marine Corps personnel will be provided Job Safety Training prior to being assigned work. This training shall be provided and documented by the person's supervisor upon initial assignment prior to starting work or when work conditions or tasks change.

1. Job Safety Training shall cover the following topics:

- a) Hazards of the job and specific safety guidance that applies to their work center/unit/shop.
- b) Hazards of the work area environment to include awareness of identified confined spaces (permitted and unpermitted), recognition of danger and caution tags, and the Hazard Communication Program requirement, i.e., Employee's Right to Know.
- c) Proper personal lifting techniques.

- d) Location of medical facilities and procedures for obtaining treatment.
- e) Location and use of emergency and fire protection equipment.
- f) Workplace emergency procedures including evacuation, fire reporting, emergency numbers, and alarm and extinguisher location(s).
- g) Requirements and procedures for reporting mishaps, near misses, occupational injuries, and occupational illnesses.
- h) Reporting unsafe equipment, conditions, or procedures to supervisors.
- i) Requirements of the Marine Corps Traffic Safety portion of the SMS , including mandatory use of seat belts and helmets, speed limits, local traffic hazards, and personal RM. Additionally, brief the use of electronic devices while operating a government/private motor vehicles on- or off-base in accordance with Volume 3, Marine Corps Traffic Safety Program. When applicable, discuss motorcycle safety training requirements before riding a motorcycle.
- j) Purpose of and procedures for Hazard Reporting.
- k) Location and content of the Federal (Command) Occupational Safety and Health Protection for Employees Poster.

2. Job-Specific Safety Training. Supervisors are responsible for providing job specific safety training to all employees. Supervisors shall determine the specific training needs based on job tasks, job hazard analyses, safety inspections, and industrial hygiene surveys. Documentation of this training must be maintained in the work center. The supervisor shall provide the command/installation safety officer with a detailed summary of all safety training conducted. When personnel will be involved in work environments, processes, or tasks that may potentially expose them to hazardous conditions, in accordance with Volume 6, *Safety and Occupational Health Program*, job-specific safety training may include the following:

- a) Personal Protective Equipment (use, location, fit, care, limitations) in accordance with Volume 6, Chapter 19, *Personal Protective Equipment (PPE)*.
- b) Hazardous Energy Control (Lockout-Tagout) in accordance with 29 CFR 1910.147 and Volume 6, Chapter 18, *Hazardous Energy Control (Lockout and Tagout)*.
- c) Hazard Communication in accordance with Volume 6, Chapter 7, *Hazardous Materials Control Program*, and 29 CFR 1910.1200.
- d) Bloodborne Pathogens in accordance with Volume 6, Chapter 11 *Bloodborne Pathogens Program*, and 29 CFR 1910.1030.
- e) Hearing Conservation in accordance with Volume 6, Chapter 16, *Occupational Noise and Hearing Conservation Program*.

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f) Confined Space Program in accordance with Volume 6, Chapter 20, *Confined Spaces*, and 29 CFR 1910.146.

g) Material Handling Equipment in accordance with Volume 6, Chapter 24, *Material Handling With Powered Industrial Trucks*.

h) Respiratory Protection Program in accordance with Volume 6, Chapter 12 *Respiratory Protection Program*.

i) Fall Protection. Reference: Volume 6, Chapter 21, *Fall Protection*, 29 CFR 1910.66 and reference (b).

C. Ground Safety Officer/Ground Safety Manager (GSO/GSM) Training.

Commanders shall ensure that appointed GSO/GSMs attend the Ground Safety for Marines Course (CIN # A-493-0047) within 90 days of assignment. Register in Marine Corps Training and Information Management System (MCTIMS) for Ground Safety for Marines using course code M02M8SS, M03M8SS, M10M8SA, M21M8S3, M22M8S3, or M44M8S2 (location-specific). Installation Safety Offices (ISOs) will track and document training of all safety officers. ISOs will conduct additional safety training designed to develop and enhance the skills needed in their safety duties and to keep safety officers updated on changing SOH standards. GSO/GSMs assigned to primary duty safety billets will also attend the Ground Mishap Investigation Course (GMIC).

D. Safety Representative (work center/unit/shop) Training. Command Safety offices will provide training to Safety Representatives (SRs) to ensure that they can sufficiently perform their SR duties. SR personnel are required to complete the following within 30 days of appointment:

1. Command and local safety and occupational health requirements
2. Evaluation and abatement of local hazards
3. Local procedures for reporting and investigating mishaps
4. Recognition of local potential hazardous conditions and environments
5. Identification and use of SOH standards

E. Safety and Occupational Health (SOH) professionals. Creating and maintaining a well-rounded cadre of SOH professionals is accomplished by a systematic approach to develop competencies and ensure that an appropriate level of proficiency is achieved and maintained by every individual. Supervisors must ensure that SOH professionals are fully trained in accordance with the guidelines established by the USMC Safety Community of Interest (COI) Leader and Manager and this Order and reference (r).

050303. ASSESSING PROFICIENCY

A. Initial training. Initial training is required for all safety and occupational health professionals; the specific course requirements are outlined below. Initial training requirements may be waived by the Safety COI Leader or Manager for SOH professionals that can demonstrate equivalent safety competencies through training, academic degree, experience, or professional certifications. For all safety professionals, supervisors must prioritize the required initial training as follows:

1. The first three training courses must be completed within one year, or attend the next available course:
 - a. Introduction to Navy Occupational Safety and Health (Ashore), A-493-0550 or Ground Safety for Marines
 - b. General Industry Safety Standards, A-493-0061 or OSHA 511
 - c. Mishap Investigation, A-493-0078 or Marine Corps Ground Mishap Investigations Course (GMIC)
2. The listed training courses, which are not an all-inclusive list to develop all safety competencies, should be prioritized by the command's organizational training requirements and incorporated into their gap analysis and Individual Development Plan (IDP):
 - a. Electrical Standards, A-493-0033 or OSHA #3095, Electrical Standards.
 - b. Introduction to Hazardous Materials (Ashore), A-493-0031 or A-493-0331 or OSHA #2015, Hazardous Materials.
 - c. Introduction to Industrial Hygiene for Safety Professionals, A-493-0035 or A-493-0335 or OSHA #521, OSHA Guide to Industrial Hygiene.
 - d. Navy Ergonomics Program, A-493-0085 or OSHA #2255, Principals of Ergonomics.
 - e. Machinery and Machine Guarding Standards, A-493-0073 or OSHA #2045, Machinery and Machine Guarding Standards.
 - f. NAVOSH Assessment Tools and Strategies, A-493-0889.
 - g. OSHA online course, #6010 Occupational Safety and Health Course for Other Federal Agencies.

B. Gap Analysis. A gap analysis must be performed by all civilian SOH professionals with the assistance of their supervisor. This gap analysis shall assess all competencies at the appropriate proficiency level. The gap analysis will document demonstrated competencies, proficiencies, and any applicable training completed. In the event an organization

has a sole safety professional (i.e., no safety supervisor), the next higher headquarters Safety Director/Manager or Safety Community Manager can assist.

C. Supervisors are responsible for mentoring employees on individual career development. Supervisors will ensure that IDPs are established and implemented for each SOH professional based on their gap analysis, and the initial and organizational training requirements. Each SOH professional is responsible for managing his or her own career and professional development. Personnel will establish an individual development plan to document career goals (short-term objectives and long-term goals) consistent with required job series competencies. The IDP must include a list of competency development processes in order to meet short- and long-term career goals. Individuals and supervisors will review and update IDPs at least annually, and review during performance evaluations.

050304. COMPETENCY DEVELOPMENT

Competency development can be achieved through the following training methodologies:

A. Formal Classroom Training. Personnel assigned specific program responsibilities may meet their training requirements through formal training and education, such as self-study, distance learning, seminars, classroom, and/or college courses. This specialized training will prepare them to perform assigned tasks, manage programs, and obtain technical knowledge.

B. Training requirements for personnel assigned to specific program responsibilities. The assigned supervisor working with the Safety COI Manager is responsible for determining approved training sources to meet training needs.

C. On-the-Job Training (OJT) - OJT must provide exposure to all knowledge, skills, and abilities (KSAs). Safety professionals should actively participate in all SOH program functional areas during their developmental period. OJT assignments develop basic abilities and should provide sufficient experience to perform effectively and independently at the appropriate level. The availability of OJT is situational dependent upon the requirements and mission of the activity.

D. Continuing Education Units

1. Full time SOH professionals must receive a minimum of seven (7.0) Continuing Education Units (CEU) or the equivalent of two weeks of training per year. The annual training must be consistent with the guidelines established by the SOH Career Manager and the individual's IDP.

Note: The International Association for Continuing Education and Training (IACET) defines one CEU as: "one (1) CEU equals ten (10) contact hours of learner interaction with the content of the learning activity." For example, a full 8-hour day of instruction that includes one hour of lunch only provides 7 hours of contact time. Therefore, the training only provides 0.7 CEUs (divide the number of contact hours by 10). A 5-day course (40hr) that

includes an hour for lunch each day provides 35 hours of contact time and equals 3.5 CEUs. A typical two-week course is equivalent to 7.0 CEUs. Overall, the SOH professional is responsible for tracking his or her CEUs as the number of CEUs per training program is dependent upon the number of contact hours and lunch breaks provided during the training.

2. Mentorship – A mentor is someone who teaches or gives help and advice to a less experienced person. It is highly recommended that SOH personnel have a mentor. Mentorship programs convey to employees that management is willing to invest in its personnel, contribute to the development of a better-trained and engaged workforce, develop relationships across commands, educate employees on how to accept feedback in important areas, such as communications, technical abilities, change management, and leadership skills, and improve the employees' interpersonal relationship skills.

3. Professional certification is a designation earned by an individual identifying that they have demonstrated a standard level of skill, experiences, and expertise within their field. Professional certifications are generally earned from a professional society with a certifying body and are granted based on a combination of education, experience, and knowledge, rather than solely by attending a course and passing an exam. Certification of individuals in their professional specialty is highly desirable and fully supported by the Marine Corps and the Department of the Navy. Commanders shall make every attempt to fund professional certifications which include credentialing preparation courses, applications, testing, and annual certification fees in accordance with reference (a).

Note: The Marine Corps Safety COI only recognizes professional certifications accredited through third-party organizations such as the American National Standards Institute (ANSI), Council on Engineering Standards Boards (CESB), or the Institute for Credentialing Excellence (ICE). Examples of professional societies with an accredited certifying body include the Board of Certified Safety Professionals (BCSP), Institute of Hazardous Materials Management (IHMM), and the American Board of Industrial Hygiene (ABIH). Specific examples of professional certifications include Associate Safety Professional (ASP®), Certified Safety Professional (CSP®), Certified Industrial Hygienist (CIH®), Safety Management Specialist (SMS®) (experience based – no academic degree required), Occupational Hygiene and Safety Technician (OHST®), Certified Safety & Health Manager (CSHM®), and Certified Hazardous Material Manager (CHMM®). Naval Safety and Environmental Training Center (NAVSAFENVTRACEN) offers CSP®, CIH®, or CHMM®.

050305. TRAINING NEEDS ASSESSMENT

Each year commands, units, and activities with civilian SOH personnel will submit, via their chain of command, SOH related training needs for the next year based on employee IDPs. This training request may include courses from: NAVSAFENVTRACEN, OSHA Technical Institutes (OTI) education centers, National Safety Council, American Society of Safety Professionals, American Industrial Hygiene Association, universities and colleges, commercial safety training companies, and various NIOSH Education & Research Centers, which are located throughout the nation. They offer many basic and advanced classes for safety and occupational

health as well as CEUs for maintaining professional certifications or refresher training for maintaining competencies and skills.

**Warrior Preservation Award and Marine Corps Safety Award
Nomination Format and Criteria**

Installations/commands submitting a nomination for a ground safety award must include information on the following criteria.

1. Provide safety budget expenditures that include the following:
 - a. Safety Training.
 - b. Safety Promotional Materials.
 - c. Personal Protective Equipment.
 - d. Safety Administration.
 - e. Command Safety Awards.
 - f. Contracted Services.

2. Provide population information for the following:
 - a. Command average population
 - (1) Military:
 - (2) Civilian:
 - (3) APF/NAF:
 - (4) Foreign Nationals:
 - (5) Marine Corps Family Members:
(Installations only)
 - (6) Contractors:
 - b. Safety office staff
 - (1) Safety Officer/Manager grade/rank
 - (2) Number of Safety Specialists
 - (3) Number of Industrial Hygienists
 - (4) Number of Safety Technicians

3. Provide installation/command mishap reduction figures which show that the installation/command has met their Safety Campaign Goals. Fiscal Year figures will be used as a baseline for computing the following Safety Campaign Goals.
 - a. Military on-duty Class A and B (Ground) rate: _____
 - b. Military off-duty (Private Motor Vehicle and Recreational) rate: _____
 - c. Civilian on-duty (Industrial) injury rate: _____

4. The installation/command motor vehicle reportable mishap cases for the award period and the previous two years in the following categories.
 - a. Number of Fatalities
 - b. Number of Privately Owned vehicle Mishaps
 - c. Number of Government Operated Vehicle Miles Driven
 - d. Number of Mishaps

5. Has a Risk Management (RM) Program been implemented by the installation/command? Yes/
No

If yes, provide a copy of the implementing order.

6. Has installation/command formally engaged in the Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP)? Yes/ No
Include narrative statement describing the command's progress toward VPP star status.

7. Has installation/command been recognized with OSHA VPP Star Status within award fiscal year?
Yes/ No

Marine Corps Safety Award Activity Groupings

1. The following groupings are based on average population. Commands will apply only for the Achievement in Safety awards corresponding to their average population.
2. In determining average population, include all personnel (military and civilian, appropriated fund and non-appropriated fund), for whom safety services are provided. Installations will include all military family members and government contractors.
 - a. Group I: Average population is over 10,000.
 - b. Group II: Average population is 5,000 - 9,999.
 - c. Group III: Average population is 1,000 - 4,999.
 - d. Group IV: Average population is less than 1,000.

Marine Corps Safety Excellence Award/Marine Corps Civilian Safety Professional of the Year Award Criteria

Nominations must be fully substantiated and reflect a careful and conscientious evaluation of the nominee's accomplishment. Each nomination package shall include:

1. A cover page with nominee's full name, rank/rate, current duty station and address, current city, work phone number, email address, length of service (for military nominees), name of award being nominated for, point of contact name, rank/rate, address, commercial phone number (this cannot be a DSN number), fax number, email address, and signature of commanding officer.
2. A nomination achievement/justification section in paragraph or bulleted format. It should explain in a manner easily understood, and should avoid acronyms, generalities, or excessive use of superlatives.
3. A proposed citation in standard paragraph form.
4. The total submission packet, excluding the proposed citation, must not exceed four pages.

Individual Road Warrior Award Submission Format

HEADING

5100
XXXX
Date

From: Commanding General/Commanding Officer, (Unit-XXX)
To: Commandant of the Marine Corps, Safety Division

Subj: INDIVIDUAL ROAD WARRIOR AWARD

Ref: (a) MCO 5100.29C

- 1. Per the reference, the following personnel have achieved the mishap and violation free miles necessary for the subject award.

<u>GRADE</u>	<u>NAME/UNIT</u>	<u>EDIPI/MOS</u>	<u>MILES</u>	<u>ATTAINED</u>	<u>DATE</u>
Major	Ima S. Driver	1234567897/XXXX	5,000	20200403	
Captain	I. M. Great	1234567897/XXXX	2,500	20200403	
Sergeant	Hard Charger	1234567897/XXXX	2,500	20200403	

- 2. Point of contact is Major Ima S. Driver, DSN XXX-XXXX or ima.s.driver@usmc.mil.

C.O. SIGNATURE

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Any unauthorized disclosure may result in both civil and criminal penalties.

Note: Include Marine’s full name and middle initial as desired on certificate.

Unit Road Warrior Award Submission Format

HEADING

5100

XXXX

Date

From: Commanding General/Commanding Officer, (Unit-XXX)

To: Commandant of the Marine Corps, Safety Division

Subj: UNIT ROAD WARRIOR AWARD

Ref: (a) MCO 5100.29C

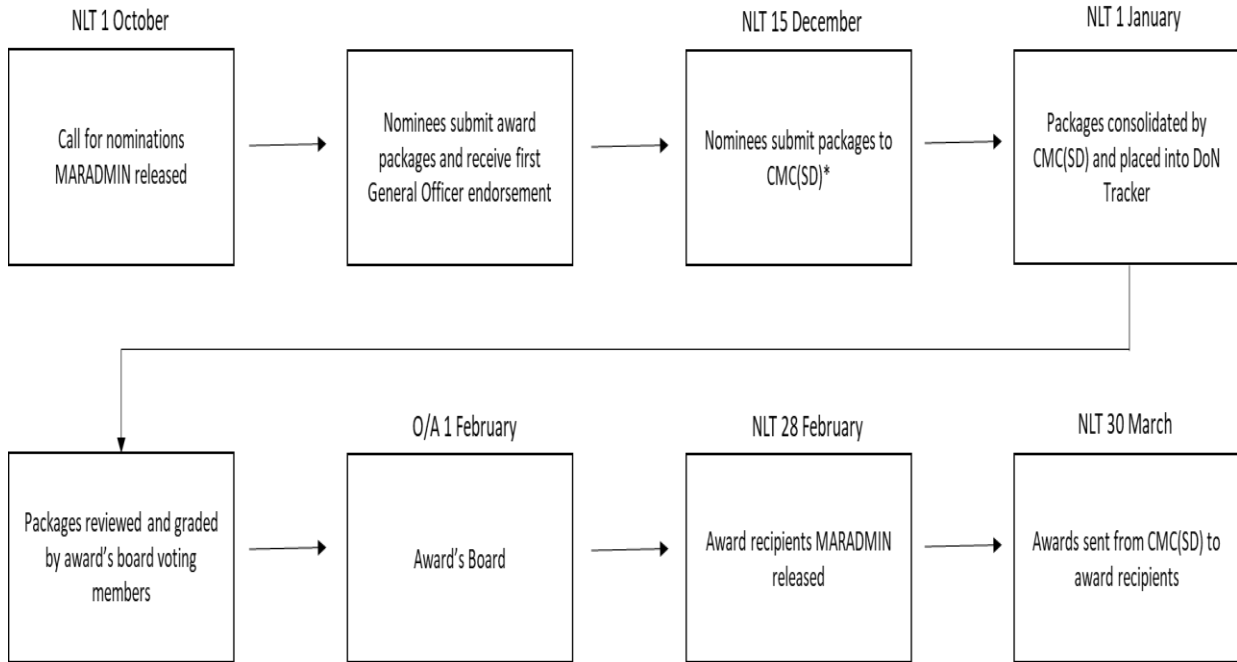
1. Per the reference, the following unit has attained the mishap and violation free miles necessary for the subject award.

<u>UNIT</u>	<u>MILES</u>	<u>DATE ATTAINED</u>
1st Truck Co	25,000	20200403

2. Point of contact is Major Ima S. Driver, DSN XXX-XXXX or ima.s.driver@usmc.mil.

C.O. SIGNATURE

Marine Corps Ground Safety Awards Submission Timeline



* Extension requests will not be approved by CMC(SD) .

Marine Corps Safety Award Grading Criteria

1. **Culture:** The nominee changed the organizational culture to reflect an increased commitment to safety.
2. **Creativity:** The nominee demonstrated creativity and innovation in their approach.
3. **Decreased Mishaps:** The nominee's approach led to decreased mishap rates and/or costs for military and/or civilian employees both on- and off-duty.
4. **Enduring Impact:** The nominee used lessons learned, budget, hiring of safety personnel, equipment, councils, committees, organizations, training, continuing education, awards, reporting procedures, assessments, inspections, or other means to ensure safety progress will continue in the future.
5. **Excellence:** Nominee has gone above and beyond required duties to promote safety.
6. **Commitment to the Safety Vision:** Nominee demonstrated enhanced mission readiness by preventing mishaps through aggressive leadership, safe and reliable equipment, adequate resource allocation, effective training, accountability, and proven risk management principles.
7. **Format Criteria:** The nominee's package followed the submission criteria (page limit, endorsements, etc.) outlined in this Chapter, enclosures (1), *Warrior Preservation Award/Marine Corps Safety Award Nomination Format and Criteria* and (2), *Marine Corps Safety Award Activity Groupings*.
8. Packages will be assessed on a numerical scale of "1" to "5" in each of the categories listed above. "1" is the lowest score and "5" is the highest score. If a category is not addressed, the item will be scored as "0". The highest score possible is "35".

Sample Letter Requesting Individual Award For Mishap-Free Flight Time

HEADING

IN REPLY
REFER TO:

1650
DOSS
28 May 20

From: Commanding Officer
To: Commandant of the Marine Corps (SD), Arlington, VA 22204

Subj: INDIVIDUAL AWARD FOR MISHAP-FREE FLIGHT TIME

Ref: (a) MCO 5100.29C

1. Per the reference, the following Marines attained the 1,000 mishap-free hours necessary for the subject award.

<u>Rank</u>	<u>Name</u>	<u>EDIPI/MOS</u>	<u>HOURS</u>	<u>DATE HOURS ATTAINED</u>
Major	Ima S. Flyer	XXXXXXXXXXXX/7532	3,000	03 Feb 2020
Captain	Really M. Great	XXXXXXXXXXXX/7532	1,000	03 Apr 2020
Sergeant	Hard R. Charger	XXXXXXXXXXXX/6176	1,000	27 Mar 2020

2. Point of Contact is Major Ima S. Officer, Aviation Safety Officer, who can be reached via e-mail at ima.officer@usmc.mil. Phone contact is DSN XXX-XXX, commercial (XXX)XXX-XXXX.

SIGNATURE

Note: Include Marine's full first name and middle initial as desired on certificate. Do not include Social Security Numbers. EDIPI's are authorized.

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Any unauthorized disclosure may result in both civil and criminal penalties.

Sample Letter Requesting A Unit Award For Mishap-Free Flight Time

HEADING

IN REPLY
REFER TO:

1650
DOSS
28 May 20

From: Commanding Officer
To: Commandant of the Marine Corps (SD), Arlington, VA 22204
Subj: UNIT AWARD FOR MISHAP-FREE FLIGHT TIME
Ref: (a) MCO 5100.29C

1. Per the reference, the following squadrons have attained the 10,000 mishap-free flight hours necessary for the subject award. Squadron call-sign is “_____.”

<u>SQUADRON</u>	<u>HOURS</u>	<u>DATE HOURS ATTAINED</u>
VMM-265	10,000	03 Feb 2020

2. Point of Contact is Major Ima S. Officer, Aviation Safety Officer, who can be reached via e-mail at ima.officer@usmc.mil. Phone contact is DSN XXX-XXX, commercial (XXX) XXX-XXXX.

SIGNATURE

Note: Include squadron call-sign.

VOLUME 1: CHAPTER 6

SAFETY ASSURANCE

SUMMARY OF SUBSTANTIVE CHANGES

Hyperlinks are denoted by ***bold, italic, blue and underlined font.***

The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.

All Volume changes denoted in blue font will reset to black font upon a full revision of this Volume.

CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

CHAPTER 6

SAFETY ASSURANCE

0601 GENERAL

Safety Assurance is the evaluation, review, and monitoring that confirms the MCSMS is being effectively implemented and guides continuous improvement efforts. Safety Assurance identifies system deficiencies and opportunities for improvement, identifies new hazards, measures the effectiveness of and the conformity with risk controls, and ensures compliance with regulatory requirements. Safety Assurance validates operations, processes, and systems through the collection and analysis of objective evidence and data evaluation, the review and monitoring of data tracking and analysis, and investigations. This assures compliance with MCSMS requirements. Safety Assurance is accomplished using these elements:

A. Inspections. Inspections check MCSMS conformance and performance (e.g., Commanding Generals Readiness Inspection Program, Command Safety Assessments, Higher Headquarters Assessments, etc.).

B. Self-Assessment. Self-assessment is used by leaders to evaluate the performance of their MCSMS, and to recommend improvements. Results and action items from this review must be documented, prioritized, and communicated to the affected organizations, and tracked to completion.

C. Monitoring. Leadership will determine whether the system is performing effectively and meeting regulatory requirements by monitoring the status of corrective and preventive actions, injury or illness metrics, and findings of incident investigations including mishap recommendations and hazard reports, inspections, assessments, audits, performance measures, and trend analysis.

D. Safety Climate Assessment Surveys. Unit commanders shall ensure surveys are used to obtain feedback on the effectiveness of the command's safety management system. Surveys are a valuable tool for assessing the safety climate and culture of both ground and aviation units. The value of the feedback is greatly improved if unit leaders understand the importance of hearing from their Marines, and take the time/effort to both explain to all participants why their opinions are desired and back brief the survey results to the unit.

E. Command Culture Workshops. Commanders in their second and subsequent years may conduct Command Culture Workshops in lieu of annual MCASS or GCASS surveys. Workshops are an open-forum discussion process, facilitated by experienced senior post-command officers. These discussions allow the facilitator to provide the unit commander with information on levels of trust, integrity, and effective communication, both up and down the chain of command within the unit. Facilitators lead and focus the discussion on these three key areas, but may discuss any issue unit members feel is an impediment to operational excellence

within their command. The culture workshop process is specifically designed to help the commander or officer in charge to look introspectively at the organization and determine whether their perception of the command, unit, or activity's culture and climate is accurate. More importantly, the culture workshop allows the command, unit, or activity to identify issues that presently cause concern or generate hazards, as well as those that pose a risk to future sustained operational excellence, or may cause a mishap or other hazard to a command, unit, or activity. See this Chapter, enclosure (1) for the Command Culture Workshop Program. The Culture Workshop is a tool for commanders to understand what is going on in their unit and prioritize their time and energy.

0602 EVALUATIONS (ASSESSMENTS AND INSPECTIONS)

060201. COMMAND SAFETY ASSESSMENTS

Command Safety Assessments (CSAs) evaluate Safety Management System compliance and oversight of subordinate organizations' safety management systems. The evaluation provides commanders an independent perspective of the effectiveness and efficiency of their SMS. CSAs shall be conducted at least every 36 months. These assessments are conducted in accordance with DoDI, OSHA Standards, and federal law.

1. A written report will be prepared following each CSA and sent to the commander and the safety staff of the Command being evaluated. This report will contain a statement declaring whether the MCSMS met standards and is effective, met standards but needs minor improvements, met standards but needs significant improvements(s), or were not effective.

2. CMC SD shall conduct CSAs of the following Commands:

- Marine Corps Forces Command (MARFORCOM)
- Marine Corps Forces Pacific (MARFORPAC)
- Marine Corps Forces Reserve (MARFORRES)/Commander, Marine Forces Northern Command (MARFORNORTHCOM)
- Marine Corps Training and Education Command (TECOM)
- Marine Corps Cyber Command (MARFORCYBERCOM)
- Marine Forces Central Command (MARCENT)
- Marine Forces Southern Command (MARFORSOUTH)
- Marine Forces Europe/Africa Command (MARFOREUR/AF)
- Marine Forces Special Operations Command (MARFORSOC)
- Marine Corps Logistics Command (MARCORLOGCOM)
- Marine Corps Recruiting Command (MCRC)
- Marine Corps Installation Command (MCICOM)
 - Marine Corps Installations East
 - Marine Corps Installations West
 - Marine Corps Installations Pacific
 - Marine Corps Installations National Capital Region

- Marine Corps System Command (MARCORSYSCOM)

Note: CMC SD may conduct CSAs of Commands not listed as deemed necessary or upon request.

3. All Higher Headquarters commands will conduct CSAs of subordinate commands and field activities at least every 36 months to ensure safety management conformance and performance. These evaluations may be part of a command inspection. The evaluation will review all aspects of the MCSMS.

Note: Commands may request assistance from CMC SD to coordinate expertise from across the Department of the Navy to assist commands with their own CSAs of subordinate commands.

a. The headquarters commands at all levels must ensure that safety management system evaluations are conducted at subordinate commands, units and activities every 36 months in accordance with reference (f).

b. CSAs must include at a minimum:

- 1) Progress in the reduction of mishaps
- 2) Effectiveness of processes to identify, assess, and prioritize hazards and system deficiencies
- 3) Effectiveness in addressing underlying causes of hazards, and the management of assessed hazard risks and system deficiencies
- 4) Status of corrective and preventive actions, and changing circumstances
- 5) Follow-up actions from previous assessments and inspections.
- 6) The overall performance of the MCSMS taking into consideration changing circumstances, resources needing to be staffed, competencies of SOH personnel, alignment of the mission, and consistency with Safety and Occupational Health policy.
- 7) Evaluation of the effectiveness of provided Core Safety Services.

060202. SAFETY MANAGEMENT SYSTEM SELF-ASSESSMENT

All Commands shall complete a Safety Management System Self-Assessment, conducted by qualified safety personnel in accordance with Chapter 5, *Safety Promotion and Training*, to assess each standalone unit's safety management system every 24 months.

A. The MCSMS Self-Assessment is not part of the Inspector General process. Results of the most recent MCSMS Self-Assessments should be summarized and included in the Annual Program Management Review.

B. The MCSMS Self-Assessment will cover all applicable safety disciplines. Safety staffs will conduct multi-discipline (e.g., Aviation, Occupational, etc.) assessments that address commander and supervisor support, compliance with MCSMS directives, and the overall effectiveness of the MCSMS. These assessments may be conducted in conjunction with the annual safety inspection.

C. For each MCSMS Self-Assessment, send a copy of the written report to the commander of the organization. The report may be combined with the annual inspection report. This report must contain:

1. Statement declaring whether the conformance and performance under the systematic processes of the MCSMS was met and effective, met but needs minor improvements, met but needs significant improvements, or was not effective.

2. Unit assessed

3. Date of assessment

4. Assessed level of management and supervisory support for safety

5. Mishap trends

6. Compliance with safety management system directives

7. Program deficiencies or policy shortfalls and applicable references

8. Recommendations for improvement and compliance

9. Best Practices

D. Command Safety staffs will develop assessment checklists to assess compliance and performance of core safety program elements. Safety checklists will be reviewed annually for accuracy and relevancy, and dated accordingly. Higher commands provide notice prior to conducting assessments.

E. The assessed unit will submit a Corrective Action Plan (CAP) to the safety staff. Safety personnel will track and monitor the status of all open assessment findings.

F. When directed by CMC SD, subordinate safety staffs will submit required documentation of Safety Program Assessments to CMC SD.

G. The self-assessment schedule and summary elements for all commands, units, and activities, including headquarters commands, are as listed:

1. CMC SD will establish annual information requirements.
2. Commands, units, and activities shall complete their annual self-assessments by 31 December using previous fiscal year data. Risk Management (RM) assessment should include a review of risks to mission and risks to force and should be broken out clearly in the annual self-assessment. The assessment should highlight gaps and seams that require intervention to resolve. Commands, units, and activities must formulate improvement plans as a part of the self-assessment process and must take all necessary steps to correct hazards and deficiencies when discovered. Additionally, commands, units, and activities must consolidate this information at each command, unit, and activity level in the chain of command.
3. Headquarters commands must consolidate this information and send to CMC SD by 1 February.
4. CMC SD will review Headquarters command submissions and prepare a service-level report for submission to the Office of the Assistant Secretary of the Navy, Energy, Installations, and Environment (OSN EI&E), Deputy Assistant Secretary of the Navy (DASN) Safety no later than 1 March, in support of the DON submission to the annual Department of Labor (DoL) OSHA Report, DoD Program Management Review, and Bureau of Labor and Statistics data call. The report identifies actionable information and recommends appropriate actions (DoD modifies the required data elements annually).

060203. ANNUAL SAFETY INSPECTIONS

Safety inspections help identify hazards and measure compliance with applicable safety guidance and standards. Annual safety inspections may be combined with the scheduled safety management system self-assessments. Commanders, commanding officers, and officers in charge must ensure that annual safety inspections are conducted by a trained and competent safety professional and the supporting MTF provides industrial hygiene and occupational health support as required. Annual safety inspections shall be conducted as follows:

A. All facilities, workplaces, and operations must be inspected by trained and competent safety inspectors at least annually (12 month cycle). They must inspect high hazard areas more frequently based upon an assessment of the potential for injuries, occupational illnesses, or damage to property. Procedures shall be established to document and follow-up every 30 days on the correction of identified hazards and deficiencies.

Note: This Chapter, enclosure (2) provides job hazard categories.

B. Per Host/Tenant MOU/MOA, assigned safety personnel will inspect facilities, workplaces, and operations annually, maintain a copy of the report on file, and provide a copy to the supported commander and the installation safety office. An annual fiscal year inspection schedule shall be developed and distributed to units no later than 30 September for the upcoming fiscal year. A copy shall be provided to unions, as applicable. When possible, coordinate assessments and inspections with the command's Commanding General's Inspection Program.

C. The safety manager will ensure safety personnel are properly qualified, have been task certified to perform all aspects of facility, workplace, and operational inspections, and that all facilities assigned to the unit are inspected regardless of whether or not there were findings.

D. Each hazard identified during the inspections will be assigned a Risk Assessment Code (RAC). The safety staff conducting the inspection will assist the responsible supervisor in developing hazard mitigation and abatement actions. Program management deficiencies identified during the inspection will be assigned a deficiency designator of Critical, Significant, or Minor. Hazards and deficiencies will be recorded, and tracked through closure.

1. Critical deficiencies are any validated deficiencies that result in, or could result in, widespread negative mission impact or failure.

2. Significant deficiencies are validated deficiencies that have, or could have, negative mission impact and require corrective actions.

3. Minor deficiencies are validated deficiencies that do not meet the definition of Critical or Significant deficiency, but require corrective action.

E. Inspection checklists located in Volume 6, *Safety and Occupational Health Program*, shall be used to identify hazards, deficiencies, and other work-related violations. Command safety staff may develop supplemental checklists as needed. Safety staff will ensure checklists are available to all applicable commands. Supplemental safety checklists will be reviewed annually for accuracy and relevancy.

F. The host installation safety office will assist tenant organizations' safety inspections if they are in the process of training a qualified safety professional. Host/tenant/associate support agreements will define who conducts inspections.

G. Provide an out-brief to the commander within 5 duty days and a formal written report within 15 calendar days of inspection completion. These reports along with the unit's corrective actions are to be staffed through the installation commander. When the installation safety office conducts inspections of tenant units, the installation safety office will send a copy of the report to the tenant safety office. The formal inspection report shall contain:

1. The unit activity or work area inspected
2. Date of the inspection
3. Facilities, work areas and operations inspected
4. Description of any hazards, deficiencies, or unsafe work practices with risk assessment codes, as applicable. Highlight any repeat incidents and trends.
5. Causes of deficiencies and hazards noted, if known

6. Recommendations for improvement and compliance

7. Instructions for follow-up actions such as requiring units to provide monthly updates on open items until closure.

H. Follow-up procedures and actions. The inspected unit will submit a summary of corrective actions taken to the safety staff. Safety personnel will track and monitor the status of all open inspection findings until closed. Use spot inspections and follow-up reporting to ensure corrective actions are taken and hazards are mitigated. All hazards identified during inspections will be reported in accordance with Volume 6, *Safety and Occupational Health Program*.

060204. QUARTERLY SAFETY INSPECTIONS

Work center/unit/shop Safety Representatives shall conduct quarterly safety inspections of assigned facilities, processes, and equipment. These inspections are intended to augment the annual safety inspection conducted by qualified safety and occupational health specialists. These inspections shall include:

A. Review of the Standard Operating Procedures (SOPs), Technical Manuals (TMs), and all other directives that govern the operations, processes or management of the facility to assure that:

1. Guidance materials, orders, regulations, TM's, etc., are present, current, and available.
2. Applicable procedures are followed in operations.

B. New processes or equipment shall be reported to the Installation Safety Office for job hazard analysis and workplace characterization.

060205. ANNUAL FACILITY AND WORKPLACE INSPECTION REPORT

In conjunction with the annual Program Management Review, CMC SD will send a data call for annual facility and workplace inspection report information required to complete the DoD report called for within reference (f). SD will send this data call to each MARFOR and Supporting Establishment for distribution to their subordinate safety offices. Each tasked safety staff will compile the total number of facilities and workplaces they are responsible for inspecting, the total number of facilities and workplaces inspected the preceding fiscal year, as well as the percentage of facilities and workplaces inspected the preceding fiscal year. They will provide this information to their Parent Command who will compile the cumulative data and send the composite product back to CMC SD within the suspense date assigned.

060206. SPOT INSPECTIONS

Spot inspections are an effective way to find and eliminate transitory hazards and ensure compliance with safety requirements. Supervisors, Safety Representatives (SRs), and safety

personnel will perform spot inspections to check the day-to-day safety and health of an organization, work center, facility, etc. Work center/unit/shop supervisors and SRs will conduct and document monthly spot inspections.

A. The Safety Manager will develop a spot inspection program for their safety staff to ensure coverage of installation on- and off-duty activities.

B. Documentation of spot inspections by safety staffs will include the following:

1. The organization, unit, activity, or work area inspected
2. The date and time of the inspection
3. The inspector's name and their organization or office symbol
4. A brief description of the areas, equipment, processes, and procedures reviewed as well as observations (including positive findings), hazards, or unsafe work practices. When qualified safety personnel identify hazards or deficiencies, assign RACs or deficiency codes, as prescribed by this Order.
5. Causes of deficiencies and hazards
6. Recommendations for corrective actions
7. Name, phone number, and e-mail address of the responsible person
8. Documentation of follow-up checks, as appropriate, conducted and individually documented every 30 days until corrective actions are completed.

C. Documentation of spot inspections by work center/unit/shop supervisors and SRs will include the following as a minimum:

1. The activity or work area inspected
2. The date and time of the inspection
3. The name of the person conducting the spot inspection
4. A brief description of the area, equipment, process, and procedure reviewed as well as observations of hazards, deficiencies, or unsafe work practices. The description may also include positive findings.
5. The applicable RAC or deficiency code, if assigned by a qualified fire, safety, or health person
6. Corrective actions taken or planned. Ensure appropriate follow-up actions are conducted every 30 days and documented until findings are closed.

060207. SPECIAL AND SEASONAL INSPECTIONS

A. Marine Corps Inspector General - Functional Area Inspections. The Inspector General of the Marine Corps conducts functional area 5100 safety inspections in accordance with reference (o). The Inspector General functional area 5100 results are provided to the commander and the safety officer or manager.

B. Special inspections are conducted to ensure work and recreational environments are safe and healthful. These inspections shall be identified and conducted per host/tenant MOU/MOA and include seasonal, targeted mishap preventive activities, special events, and mission readiness exercises. Special inspections will be conducted of installation Child Development Centers (CDCs) and playgrounds that are part of real property.

C. Seasonal inspections will be conducted of on-base recreational areas (e.g., sports fields, swimming pools, camp grounds, and recreational vehicle parks and other recreational areas). MCCS will coordinate with the safety staff to jointly conduct pre-season inspections of seasonal areas.

D. Safety Assist Visits. An assist visit helps develop solutions to identified problems, and provides observations and recommendations for improvement. An assist visit is not an inspection or evaluation. An assist visit may be conducted at any level at any time when requested by a unit commander. Upon completion, a written report shall be provided to the commander.

MARINE CORPS SAFETY MANAGEMENT SYSTEM

Figure 6-1: Frequency and Type of Evaluations and Inspections

Type	Level	Frequency	By
Command Safety Assessment	MARFORCOM, MARFORPAC, MARFORRES, MARFORNORTHCOM, TECOM, MARFORCYBERCOM, MARCENT, MARFORSOUTH, MARFOREUR/AF, MARFORSOC, MARCORLOGCOM, MCRC, MCICOM, MCIEAST, MCIWEST, MCIPAC, MCINCR, MARCORSYSCOM	36 months	CMC SD
Command Safety Assessment	Subordinate Commands	36 months	Higher Headquarter Command Safety Manager
Safety Program Self-Assessment	Command	24 months	Command Safety Personnel
Annual Safety Inspection	Standalone/Command/Unit Activities	12 month	Installation Safety Office/Command Safety Office
Quarterly Inspection	Work Center/Unit/Shop	Quarterly	Work Center/Unit/Shop Safety Representative/Supervisor
Spot Inspections	Work Center/Unit/Shop	Monthly	Installation Safety Office/Command Safety Office/Work Center/Unit/Shop Safety Representative/Supervisor
Seasonal Inspections		Varies	

Note: Program Assessments are specified at a 24-month frequency, while safety inspections are at a 12-month frequency. Annual safety program assessments and inspections should be combined when conducted the same year to reduce the footprint within the affected organization.

060208. DEPARTMENT OF LABOR (DOL) INSPECTIONS, AND INVESTIGATIONS OF DOD WORKING CONDITIONS

A. OSHA officials may conduct announced or unannounced inspections of nonmilitary-unique workplaces and operations where Marine Corps civilian personnel work. In accordance with 29 CFR 1960.31 and 1960.35, OSHA and National Institute of Occupational Safety and Health (NIOSH) officials, acting as representatives of the Secretary of Labor, are authorized to conduct announced or unannounced inspections of DoD workplaces. They are not authorized to conduct inspections of uniquely military workplaces and operations, and nonmilitary-unique workplaces staffed exclusively by military personnel. The DoD Components are authorized to request through the Assistant Secretary Defense, Personnel and Readiness [ASD (P-R)] that NIOSH perform hazard evaluations. OSHA inspection procedures for federal agency workplaces are provided in OSHA Directive Number CPL 02-00-150.

B. As part of its evaluation program, the DoL may conduct annual targeted inspections or program assistance visits of Marine Corps installations based on the comparative incidence of worker compensation claims. The DoL will prescribe special procedures in the notification process. OSHA representatives may question or privately interview any employee, supervisory employee, or official in charge of an operation or workplace. Federal or state OSHA representatives must present identifying credentials and state the purpose of the visit to the installation commander or authorized representative before conducting an inspection of a workplace on a Marine Corps installation. Installation commanders will:

1. Ensure Security notifies the installation safety office of OSHA's arrival at the gate.
2. Ensure the OSHA representatives will be met and escorted during their visit.
3. Host an initial in-brief with DoL OSHA representatives.
4. Upon request, provide access to available safety, fire protection, and health information on workplaces.
5. While OSHA officials may review "For Official Use Only" mishap reports in the workplace during the course of their inspection, do not release "For Official Use Only"-marked reports or materials to them. OSHA requests for copies of such reports or materials must be obtained through the DoL.
6. OSHA officials with the appropriate need-to-know may review exposure records and specific parts of medical records pertaining to the OSHA complaint. The OSHA official must safeguard the individual's medical information according to Health Insurance Portability and Accountability Act (HIPAA) laws and Privacy Act.
7. Provide photographic or video support, if required. Videos or photographs taken on installations fall under the exclusive control of the installation commander. Marine

Corps officials may review negatives, photographs, and videos before release if they suspect possible disclosure of classified or proprietary and or protected personal information. Photos and video images where individuals are identifiable are PII.

8. Arrange a closing conference with the OSHA official if requested and invite labor representatives to attend.

9. Treat DoL OSHA notices of hazards in the same manner as a Marine Corps inspector's report. Evaluate and assign a RAC to each hazard identified by OSHA inspectors.

10. Ensure installation safety personnel verify DoL inspection results, including all testing. Marine Corps tests or sampling for future testing should be accomplished at the same time and at the same location as the DoL testing, if possible.

11. Ensure that DoL personnel conducting the inspection receive a coordinated response to DoL inspection reports as required and prescribed by the OSHA Citation instructions. If an OSHA inspection team visits the installation and it appears there may be possible notices of safety or unhealthful workplace violations, the installation commander's staff should be notified and involved in the establishment of an abatement plan. If a unit is cited individually at a particular location, the identified hazard may, in fact, be classified a "repeat" citation if a similar finding was previously cited at another installation. This is due to OSHA treating the Marine Corps as an "Enterprise" organization, where the finding is considered a corporate matter rather than a singular installation matter. In such cases, notify CMC SD so they can be involved in tracking the hazard from identification through the proposed response to OSHA and subsequent closure. Upon receiving a citation, the cited unit will draft a proposed official response to the violation, which will be sent simultaneously to the applicable Command safety office and CMC SD, SOH Branch for review prior to releasing the response to OSHA. Units need to account for this coordination time in order to meet the suspense to OSHA.

0603 MONITORING

All commands, units and activities will conduct mishap reporting, investigation, and record keeping in accordance with appropriate references. Commands and units suffering mishaps related to naval aviation activities will report, investigate, and record as governed by reference (l), OPNAVINST 3750.1B, Naval Aviation Safety. All non-aviation Marine Corps mishaps are ruled by reference (p), MCO P5102.1B, Navy and Marine Corps Mishap Reporting, Investigation and Record Keeping Manual.

060301. PRE-MISHAP PLAN

All commands, units, and activities shall have a pre-mishap and mishap plan with associated checklists. A mishap plan describes the steps that must be taken when a mishap occurs. Anticipate all reasonable eventualities and devise measures to cope with them. Deficiencies are to be identified during periodic drills to ensure smooth execution following a mishap. A copy of the plan and this Manual should be available to all investigators. This plan

may also be included in the command, unit, or activity's anti-terrorism/force protection plan or disaster preparedness plan.

060302. MISHAP REVIEW

Commanders, commanding officers, and officers in charge, and their respective deputies, chiefs of staff, or executive officers, must review all mishaps. At a minimum, commands, units, and activities must review any mishap that requires submission of a mishap investigation report in accordance with reference (p). The specific review mechanism is left to the command's discretion and can take many forms. This review will include the cognizant first-line supervisor and next level of management, and the injured employee if needed for amplifying information. The review must involve safety, medical, compensation, and other management personnel, as appropriate. The review ensures the mishap report identifies the underlying causes of the mishap and corrective actions required to prevent recurrence.

060303. MISHAP ANALYSIS AND RESPONSE

Commands, units, and activities must conduct detailed analyses of their mishap experiences and develop annual Fiscal Year (FY) or Calendar Year (CY) mishap reduction goals. The safety department will analyze mishap data, including "near miss" data, on a regular basis to identify significant trends. These trends will be used to adjust safety program efforts and training requirements and also identify goals, accountability issues, and potential failures of command, unit, and activity infrastructure. These goals should be included in command goals and specific strategies. Commanders and safety representatives are encouraged to contact CMC Safety Division for additional guidance and input when conducting these analyses and creating these goals.

0604 SAFETY CLIMATE SURVEYS AND CULTURE WORKSHOPS (GROUND AND AVIATION)

Unit commanders shall invest time, energy and presence in the health of their command safety management system, and seek a command climate focused on operational readiness and doing things the right way. Safety climate surveys and culture workshops are valuable tools for receiving feedback from the members of the unit. Completing a required climate survey constitutes the minimum acceptable standard for satisfying this requirement. Surveys and workshops are powerful tools to improve communication and trust within a unit. The utility of these tools is directly related to the commander's approach to using them, and requires engagement in the process through pre-briefs and out-briefs to the unit. If it is important enough to ask personnel to take the time to provide thoughtful input, it is important enough to explain why they are being asked to do so. Within 14 days of receiving their survey/assessment results, Commanding Officers and Officers in Charge shall provide a written or verbal debrief to their Higher Headquarters on their Ground Climate Assessment Survey (GCAS), Command Safety Assessment (CSA), Maintenance Climate Assessment Survey (MCAS), and the Administrative Support Personnel Assessment (ASPA).

060401. HIGHER HEADQUARTERS

Commanders of Marine Forces Command, Marine Forces Pacific, Marine Forces Reserves, Marine Forces Special Operations Command, Marine Corps Combat Development Command, Marine Corps Logistics Command, Marine Corps Systems Command, Marine Corps Recruiting Command, Marine Corps Installations Command, Marine Expeditionary Forces, Marine Expeditionary Brigades, Marine Expeditionary Units, Marine Divisions, Marine Aircraft Wings, Marine Aircraft Groups, Marine Logistics Groups, and Marine regiments shall complete the Higher Headquarters (HHQ) survey within 90 days following a change of command (to establish a baseline for the new commander) and annually thereafter. The CMC SD website contains links to access the Ground Climate Assessment Survey System (GCASS) and the Marine Corps Aviation Survey System (MCASS) websites.

Note: Annually is 365 days after the commander receives the results of the prior applicable survey out brief.

060402. O5 and O6 LEVEL COMMANDS

O5 and O6-level (and recruiting station) commanders shall complete the appropriate safety climate survey to assess their command climate within 90 days following a change of command (to establish a baseline for the new commander) and annually thereafter. The CMC SD website contains links to access the Ground Climate Assessment Survey System (GCASS) and the Marine Corps Aviation Survey System (MCASS) websites. Report control symbol MC-5100-07 is assigned to this reporting requirement.

Note: Annually is 365 days after the commander receives the results of the prior applicable survey out brief.

060403. AVIATION

A. All flying, Unmanned Aircraft System (UAS), Marine Aircraft Logistics Squadron (MALS), and aviation detachments shall complete a survey to assess their command climate within 30 days following a change of command in order to establish a 30-day baseline for the new commander. These command climate surveys from the MCASS shall include the following components as applicable to the command:

1. The Command Safety Assessment (CSA) Survey is taken by aircrew - those individuals who operate aircraft.

2. The Maintenance Climate Assessment Survey (MCAS) is taken by aircraft maintenance personnel.

3. The Administrative Support Personnel Assessment (ASPA) survey is available for non-aircrew and non-maintenance personnel within these aviation units and organizational level maintenance units (S-shop personnel who do not fly or perform maintenance).

B. Commanders in their second and subsequent years shall conduct one of the following annually.

1. CSA/MCAS/ASPA surveys (ensure the proper survey is assigned to appropriate personnel)
2. Command Culture Workshop
3. NAVSAFECEN Aviation Safety Assessment

C. The CSA/MCAS/ASPA surveys shall also be conducted following a change of aircraft model, permanent change of operating base, or a change of a significant number of personnel in key billets.

D. All aviation support squadrons (MWSG squadrons, MACG squadrons, and Marine Wing Headquarters squadrons) shall adhere to the Marine Corps GCASS requirements.

0605 OPTIONAL SURVEYS/WORKSHOPS

All commanding officers (Ground and Aviation) are encouraged to use the following optional surveys (via the GCASS website) to assess the posture of their safety and leadership programs:

- A. Private Motor Vehicle (PMV) survey
- B. Motorcycle (MTRCYCL) survey
- C. Drinking & Driving (D&D) survey
- D. Off Duty and Recreation (OD&R) survey
- E. Command Culture Survey (CCS)
- F. Hazing Survey
- G. Command Culture Workshop (Aviation and Ground)

0606 COUNCILS AND COMMITTEES

As directed by reference (f), each command shall establish an SOH council to allow groups and individuals at various organizational levels to express their viewpoints and interests on safety issues. The council identifies, defines, and assesses issues, problems, and needs, and recommends corrective measures. New or revised policies, procedures, and practices may develop from these recommendations to improve the effectiveness of the MCSMS.

The safety council has three basic functions:

- A. To provide program assistance to the commander, including proposing policy and program objectives and recommendations.
- B. To create and maintain an active interest in SOH matters.
- C. To serve as a means of communicating SOH matters.

060601. EXECUTIVE SAFETY BOARD

A. The Assistant Commandant of the Marine Corps (ACMC) chairs the Executive Safety Board (ESB), which meets twice annually (in person, via VTC, or via electronic briefing as appropriate) as a decision-making forum for Marine Corps senior leaders. Reference the ESB Charter for amplifying information not covered below. The functions of the ESB are as follows:

1. Consider and approve initiatives and policies to improve the Marine Corps Safety Management System, prevent loss of life, reduce mishaps and injuries, and enhance unit and individual readiness.
2. Review and assess losses due to incidents that undermine unit readiness. Evaluate relevant trends and initiatives in Department of Defense, other government agencies, and the private sector for applicability to the Marine Corps.
3. Provide a forum for senior Marine Corps leaders to exchange ideas, and to evaluate and facilitate expedited approval of initiatives, changes to policy, or other activities that will improve efforts to reduce fatalities, injuries, occupational illnesses, and destructive behaviors throughout the Marine Corps.
4. Ensure strategic communication of all approved readiness enhancements, injury and mishap prevention policies, and implementing instructions throughout the enterprise.
5. Refine mechanisms for gathering operational forces and supporting establishment feedback on the effectiveness of the MCSMS.

B. Chaired by the ACMC, the ESB will be composed of senior Marine Corps leaders from the following:

- Director, Marine Corps Staff
- Deputy Commandant, Plans, Policies and Operations
- Deputy Commandant, Programs and Resources
- Deputy Commandant, Installations and Logistics
- Deputy Commandant, Manpower & Reserve Affairs
- Deputy Commandant, Aviation
- Deputy Commandant, Combat Development and Integration

- Deputy Commandant, Information
- Commander, Marine Forces Command
- Commander, Marine Forces Pacific
- Commander, Marine Forces Reserves
- Commander, Marine Forces Central
- Commander, Marine Forces Cyber
- Commander, Marine Forces Strategic
- Commanding General, I Marine Expeditionary Force
- Commanding General, II Marine Expeditionary Force
- Commanding General, III Marine Expeditionary Force
- Commander, Marine Forces Special Operations Command
- Commander, Marine Corps Installations Command
- Commander, Marine Forces Europe/Africa
- Commander, Marine Forces South
- Commanding General, Training and Education Command
- Commanding General, Marine Corps Logistics Command
- Commanding General, Marine Corps Recruiting Command
- Commander, Marine Corps Systems Command
- Inspector General of the Marine Corps
- Staff Judge Advocate, HQMC
- Commander, Marine Corps Installations – West
- Commander, Marine Corps Installations – East
- Commander, Marine Corps Installations – Pacific
- Director, Health Services
- Director, Marine and Family Programs
- Director, Office of Marine Corps Communication
- Chaplain of the Marine Corps
- Sergeant Major of the Marine Corps

060602. USMC SAFETY AND OCCUPATIONAL HEALTH COUNCIL

A. The Safety and Occupational Health Council (SOHC) provides a forum to evaluate the effectiveness and viability of existing USMC SOH policies and programs, to evaluate safety best practices, and to review and analyze the Marine Corps unit self-assessment data. All of these actions are taken to identify trends and actionable information, and to make recommendations for SOH policy and program improvement.

B. The core safety members from commands represented on the ESB comprise the SOHC. Various commands, units, and activities will be called to serve as advisors on the Council as needed.

C. The SOHC will convene quarterly. The responsibilities of the council are as follows:

1. Evaluate the effectiveness and viability of existing USMC safety and occupational health policies and programs. Propose changes to policies and programs that have the potential to reduce mishaps and injuries.
2. Evaluate safety best practices and determine improvements to USMC safety policies and programs.
3. Perform additional tasks assigned by the ESB and provide status reports as needed.
4. Establish and support working groups.
5. Annually review safety data, conduct analysis, identify trends, and gather facts from consolidated command, unit, and activity annual unit safety self-assessments. Prepare a summary report to the ESB highlighting key trends, and issue results from the analysis of USMC unit self-assessments.
6. Review and recommend ESB topics.

060603. SAFETY COUNCILS

A. Safety councils will be established at each Marine Corps Installation, command, unit, and activity. Squadrons, air stations, and other large aviation commands, units, and activities will form an Aviation Safety Council per Volume 4, *Marine Corps Aviation Safety*.

Note: The requirement for a safety council can be met by any formally established staff meeting, board, or council that addresses safety issues, even if it also addresses other issues, as long as it meets the basic intent and criteria of this chapter and has similar attendance. For commands, units, and activities that participate in OSHA's Voluntary Protection Program (VPP), the VPP Steering Committee may serve as the Safety Council.

B. Safety Councils are chaired by the Commanding Officer or the Executive Officer, and facilitated by the appropriate SOH Manager. Councils will perform the functions listed below as determined by the authority that establishes the council:

1. Coordinate mutually beneficial mishap prevention and safety programs with local communities (e.g., locally assigned tenant commands, units, and activities).
2. Review mishaps and near-miss incidents, recommend improvements to the safety management system, and identify corrective measures needed to eliminate or control recognized hazards.
3. Identify the resources needed to educate personnel in safety techniques, concepts, and principles to maintain a healthful work environment and conduct operations (on- and off-duty, occupational, and operational support) in a safe and healthful manner.

4. Identify hazards and assess risks to people, facilities, and equipment, and communicate findings and recommendations to responsible authorities of DoD operations.

5. Identify and assess mishap causal factors and potentially unsafe practices or conditions, and recommend corrective actions to prevent mishap recurrence and reduce exposures to hazardous conditions.

6. Update and implement command, unit, and activity mishap prevention plans and safety initiatives.

7. Update and implement command, unit, and activity safety awareness programs with current, relevant, and user-friendly information to promote installation safety. Safety awareness programs include but are not limited to safety awards, safety initiatives, outreach programs, promotions, and marketing activities.

8. Verify the status of the installation's CSS delivery and ways to improve tenant safety management systems, and to address gaps in command self-assessments.

9. Establish mishap prevention goals and plans.

10. Review command plans, policies, procedures, conditions, and instructions to ensure their currency, correctness, and responsiveness to safety recommendations.

11. Review issues and recommendations identified by annual self-assessments or submitted by subordinate committees.

12. Periodically review open issues from previous meetings and reviews.

13. Review compliance with Risk Management implementation in all applicable operations and evolutions.

C. Safety Council Membership. The commander should chair the safety council. By exception the deputy commander, chief of staff, or executive officer may chair the safety council if the commander is unavailable. COs must designate their stand in chair either by council charter or by title or position in a local instruction. Membership must include military and civilian personnel, when possible, as well as safety and health professionals. Civilian personnel must be represented on the council by union representatives if local labor-management agreements contain provisions concerning employee representation. Minimum membership should include maintenance, medical, and training personnel, MCCA officials, safety managers and officers, and the provost marshal. Commands, units, and activities that do not have a safety staff and receive CSS shall participate in the host command safety council meetings. Commands, units, and activities that are temporarily unable to participate in a safety council meeting must be provided minutes of the meetings.

D. Meeting Frequency. Command, unit and, activity safety councils will meet quarterly, or more often as directed by the chairperson.

E. Agenda. The council develops agendas and action items based on the nature of the command's, unit's, or activity's scope of operations and its hazard and mishap experience. Subject matter discussed by the council will include goals, program improvement plans, mishap prevention experience, mishap drills and exercise planning, requirements and initiatives, compliance issues, and hazard abatement. The safety office will develop proposed agendas and presentations for the council and ensure meetings are scheduled on behalf of the commander.

F. Council Meeting Minutes. Minutes of each safety council meeting will be recorded (electronic or hard copy) and retained by the safety manager or officer, with proof that the chair has reviewed and approved the minutes (initials, signature, or electronic record). Preparation, publication and maintenance of safety council meeting minutes shall be maintained in accordance with reference (q).

G. Traffic safety councils will also be established in accordance with this Volume and Volume 3, *Marine Corps traffic Safety program*. This can be combined with other existing councils or committees if council requirements are met and documented.

060604. COMMITTEES

A. Supervisors' Safety Committee. Each installation, command, or unit with a population greater than 500 shall have a supervisor's safety committee. For units that have a population under 500 personnel a supervisor safety committee may not be required if the unit conducts their own safety council or participates in the higher headquarters or host installation safety council.

1. Committees will perform the listed functions as determined by the authority that establishes the council:

a. Consider new standards, policies, procedures, recommendations, SOP's, etc., involving safety and health.

b. Review command mishap trends and analyses.

c. Recommend changes to policies or procedures to minimize unsafe acts and strengthen the command's safety management system.

d. Develop recommendations for physical or structural alterations to eliminate or control hazards.

e. Develop educational and promotional activities that create and maintain an interest in safety and increase awareness of mishap prevention efforts.

2. Membership. Committee membership shall consist of military and civilian supervisors. Membership shall be open to civilian employee representatives when the supervisors' safety committee contains or represents civilian employees. A supervisor shall be annually elected as chairperson from membership. The safety manager shall provide members with counsel and advice.

3. Meetings. The committee shall meet quarterly, or more frequently if circumstances warrant.

4. Minutes. The recorder of this committee shall be elected from the members. Meeting minutes shall be forwarded to the safety council for review and appropriate action. Safety managers and officers shall ensure the preparation, publication and maintenance of the minutes of all safety council meetings are in accordance with reference (q).

B. Shop Safety Committee. Each Marine Corps organization or unit shall establish appropriate shop safety committees to increase interest in safety at the worker level and decrease the potential for mishaps.

1. Membership. Five or more employees of each work center (e.g., office, shop crew, section, department) will constitute a shop safety committee. All members shall be from that work center and shall be chaired by a supervisor or a journeyman level member.

2. One or more committee meetings will be held each month at times and locations scheduled by the supervisor. Meetings should be of short duration and have minimal effect on work schedules.

3. Meeting Minutes. A roster of attendees and topics discussed will be provided to the supervisor, maintained in department records, and distributed to work center/unit/shop personnel. Supervisors will then forward any pertinent safety information to their work center/unit/shop safety representative, supervisors' safety committee or safety council as appropriate.

Command Culture Workshop Program

- Encl: (1-A) CCW Process
(1-B) Unit Point of Contact Responsibilities
(1-C) Commander's CCW Critique

1. Situation. Successful organizations require trust, integrity, and effective communication, created and sustained through effective leadership. Dysfunctional organizational cultures lead to practices that may result in mishaps and degraded unit readiness. CMC SD promotes the Command Culture Workshop (CCW) Program to assist unit commanders with identifying organizational strengths, weaknesses, and potential hazards within their unit. The CCW Program assists commanders in identifying critical, technical, and social elements, hazards, and risks influencing the unit's culture. Enclosure (1-A) outlines the CCW process. Enclosure (1-B) describes the unit point of contact (POC) responsibilities. Enclosure (1-C) is a tool for commanders to provide feedback to Commandant of the Marine Corps (CMC), Safety Division (SD) on the CCW process. The CCW supports commanders in developing and implementing an intervention strategy to address policy, procedure, and resource shortfalls.

2. Mission. Upon request, facilitators will execute a unit level CCW to identify and provide current, relevant, and actionable information on a unit's culture in order to assist the commander in creating or reinforcing a positive command culture.

3. Execution

a. Commander's Intent

(1) Provide a culture assessment tool for commanders (O5/O6 level) that is thorough, non-retributive, and accommodates the commander's operational requirements.

(2) Ensure adherence to the 90-Day Ground Command Safety Assessment (GCSA) requirement mandated by Headquarters Marine Corps (HQMC).

(3) Publish procedures for requesting and conducting CCWs for I, II, and III MEF battalions, squadrons, and logistic groups in the Fleet Marine Forces.

b. Concept of Operations

(1) Commanding Officers may request a CCW to aid in assessing their organizational culture and climate and to improve communication and trust with their unit.

(2) Trained facilitators use guided individual and group discussions with command personnel to discover underlying cultural strengths and weaknesses within a specific unit. To maximize objectivity and ensure confidentiality, the CCW Program uses qualified USMC active duty and reserve officers (typically O4-O6) that are carefully selected and trained as CCW facilitators.

(3) CCW feedback is presented to the unit's commander during a candid debrief. Specific results are not disseminated outside the unit. The commanding officer will complete and return enclosure (1-C) to CMC SD to aid in the enhancement of the CCW Program.

(4) The CCW is designed to ensure minimal disruption to a unit's activities.

c. Tasks

(1) CMC SD CCW Program Manager (PM) shall:

- (a) Manage the CCW Program.
- (b) Select and approve CCW facilitators.
- (c) Ensure CCW facilitators training and currency.
- (d) Coordinate CCW facilitator availability to support unit requirements.
- (e) Provide official correspondence to the requesting unit on the process and conduct of the CCW.

(2) CCW Facilitators shall:

- (a) Undergo initial CCW training as directed by the CCW PM.
- (b) Conduct CCWs for respective units as directed by the CMC SD.
- (c) Coordinate funding for lodging, rental cars, airfare, and per diem with their parent unit.

(3) Requesting Unit Commanders shall:

- (a) Provide a point of contact to coordinate and assist CCW facilitators with workshop requirements.
- (b) Provide a classroom space free from distractions, capable of seating a minimum of 15 CCW participants.
- (c) Provide a computer and an overhead projector with screen, white board, markers and eraser, or flip chart with markers for use during workshops.
- (d) Provide access to a computer with printer and use of copy machine to produce workshop materials.

(e) Provide CCW participants per enclosure (1). Each session will have between eight and 15 participants. The participants should be a representative sample from various sections such as S-1, S-3, etc., to best facilitate the workshop discussion and provide an honest assessment.

d. Coordinating Instructions

(1) Unit commanders may request a CCW at any time by contacting the CCW PM at CMC SD. Requests should be coordinated six to eight weeks prior to the desired workshop date to allow for proper logistical support. Requests inside of six weeks will be considered, but may not be supportable due to personnel availability.

(2) CMC SD has overall responsibility for the CCW Program and facilitator selection process.

(3) Facilitator funding is at no cost to the supported unit.

Command Culture Workshop Process

“Operational Excellence exists on a foundation of trust, integrity, and leadership, created and sustained through effective communication”

1. Overview. The CCW is normally a three day evolution. Commands can request a CCW by submitting a request to the CMC SD. The workshop should not significantly impact day-to-day operations.

2. Team Composition. The CCW Team consists of one to two facilitators.

3. Mechanics

- An in-brief will be conducted by the facilitators with the unit commanding officer.
- Facilitators may visit unit spaces in order to conduct individual interviews. These interviews are informal and the purpose is to identify any items for discussion at the workshops.
- Seven group workshops will be held in a conference-style setting. Group workshops are approximately two and a half hours in length. After workshop completion, participants will provide written anonymous participant questionnaires to the unit commander. Examples of the workshop compositions are as follows:
 - (2) Workshops consisting of eight to 15 E1-E3s.
 - (2) Workshops consisting of eight to 15 E4-E5s.
 - (1) Workshop consisting of eight to 15 E6-E8s.
 - (1) Workshop consisting of eight to 15 junior officers (not to include company commanders).
 - (1) Workshop: Senior Leadership Seminar/Debrief

****Workshop composition will be tailored to the specific unit****

Sequence of Events

Time	Location	Personnel	Subject
Day 1			
0700-0730	TBD	Facilitator(s)	Setup/prep
0730-0800	CO's Office	Facilitator(s)/CO	CO In-Brief
0800-1030	TBD	E1-E3	Workshop
1100-1330	TBD	E1-E3	Workshop**
1400-1630	TBD	E4-E5	Workshop
Day 2			
0730-1000	TBD	E4-E5	Workshop
1030-1300	TBD	E6-E8	Workshop**
1330-1600	TBD	Junior Officers	Workshop
Day 3			
0730-1000	TBD	Senior Leaders	Workshop
1030-1430	TBD	Facilitator(s)	Data Coordination
1430-1530	CO's Office	Facilitator(s)/CO	CO Debrief

**Working lunch may be provided by the unit. Unit is not responsible for providing the facilitators meals.

- During the workshops, the facilitators will discuss the CCW process and people, and programs will be discussed. In addition, participants will complete an anonymous Participant Questionnaire for their commanding officer. The following three pillars will be discussed in detail during the workshops:

- **Communication:** Review of unit communication tools (formations, meetings, plan of the day, email, etc.).

- **Trust:** Review level of trust throughout the unit (leadership and peers).

- **Integrity:** Review of programs requiring equality and transparency (training, quality control, maintenance procedures, non-judicial punishment (NJP), awards, pro/con marks, fitness reports, standard operating procedures, local directives, etc.).

- The facilitators will debrief the unit commanding officer via the summary debrief sheet; sensitive information will be provided to the unit commanding officer during a private debrief.

- The unit's commanding officer will complete and return the Commander's CCW Critique, enclosure (1-C), to the CMC SD CCW Program Manager within 30 days of receipt.

Unit Point of Contact Responsibilities

The following information is provided to assist the unit POC in setting up the CCW. The unit POC must have the direct support of the commanding officer. This process has been designed to minimize administrative functions. For that reason, the unit POC can expect to complete the necessary arrangements in very little time.

- Point of Contact. The CCW requires a company grade officer (O2 or O3) or staff non-commissioned officer (E6 or E7) to serve as the POC. Historically, the Safety Officer or Equal Opportunity Officer from the respective unit has assisted the facilitators as a POC. This Marine should be sharp, professional, and highly motivated. Provide the name and contact information of the POC to the CCW PM at the earliest possible opportunity.

- Workshop/Classroom/Space. Facilities for the workshops should be conference-style, comfortable for at least 15 participants, and free from distractions. The room should be equipped with a computer, overhead projector with screen, white board with markers and eraser, or flip chart with markers. Facilitators will require access to a computer with printing capability and use of a copy machine to produce workshop materials.

- Workshop Participant Selection. Workshop participants should be selected and notified of the time and place for the workshop. It is critically important that participants be present at the appointed time. Participants should be a true cross-section of the command (Example: A workshop should not consist entirely of Marines from Alpha Company or a particular work center/unit/shop).

Commander's CCW Critique

As a follow-up to the CCW process, your continued feedback/comments are important for us to highlight issues/concerns you have as a leader. Your candid inputs may be collated with responses from other CCW participants and forwarded to Marine Corps senior leadership. Please provide answers on a numeric scale with 10 being the highest regarding your unit participation in this workshop. In addition, please include any comments that would enhance our understanding of your experience of the process.

1. Was the workshop useful in identifying your unit's culture and possible improvement areas?

1 2 3 4 5 6 7 8 9 10

Comments:

2. Will this concept assist the Marines in improving operational excellence, force preservation, and reducing mishaps?

1 2 3 4 5 6 7 8 9 10

Comments:

3. To what extent will you act on issues identified through the process?

1 2 3 4 5 6 7 8 9 10

Comments:

4. To what extent would you recommend this program for other units?

1 2 3 4 5 6 7 8 9 10

Comments:

5. What are the top three "hazards" to operational excellence, force preservation, and mission accomplishment that you face as a leader?

Comments:

Unit: Name: Date:

Return to:

CMC SD
CMC SD CCW PM
CMC SD
Phone: 703-604-4172

MARINE CORPS SAFETY MANAGEMENT SYSTEM

Job Hazard Categories

Review manpower authorization lists to identify all jobs by hazard exposure category as listed. Most commands, units and activities will have employees in more than one category. The listed work center/unit/shop descriptions are examples of the type of work performed in each job hazard category. They are not all inclusive:

Hazard Category Level	Work Center/Unit/Shop Description
High	<p><u>INDUSTRIAL OPERATIONS</u>: Machine shop (cutting, grinding, machining, drilling, planning and shaping metal); arc and acetylene welding; foundry operations (work with molten metals); electroplating; abrasive blasting; solvent cleaning operations; high-voltage electrical work; power plants (i.e., steam or electrical generation); ship repair work; aircraft corrosion control; aircraft rework; and spray painting.</p> <p><u>MEDICAL</u>: Radiation sources, communicable diseases, contaminated medical substances and handling chemicals.</p> <p><u>HEAVY EQUIPMENT OPERATIONS AND MAINTENANCE</u>: Heavy equipment operations (bulldozers, cranes and earth movers); repair and maintenance of large motors, engines and materials handling equipment (i.e., tower and bridge cranes).</p> <p><u>TOXIC/HAZARDOUS MATERIALS HANDLING</u>: Work involving use or cleanup of acids, corrosives, reactives, pyrophoric materials, carcinogens, pesticides, radioactive material and other high hazard chemicals or materials (asbestos, PCBs, asbestos, cadmium, beryllium, chromium, etc.).</p> <p><u>CONSTRUCTION</u>: Construction or repair of piers, warehouses and buildings to include all building trades (i.e., painters, carpenters, sheet metal workers, plumbers, electricians, roofers, tilers, masons, concrete workers, and work on scaffolding, communication towers, or other high risk work).</p> <p><u>HIGH RISK TRAINING</u>: All basic or advanced, individual or collective training in a traditional or non-traditional environment which exposes the crew, staff, students or assets to the potential risk of death, permanent disability, or loss during training.</p> <p><u>OTHER</u>: Work involving extreme exposures to heat, cold, diving and salvage, heights or other high risk work. Stevedore and longshoring operations.</p>
Moderate	<p><u>SUPPLY/TRANSPORTATION</u>: Movement of materials in aviation cargo or storage facilities using forklift trucks, overhead cranes and powered hand trucks, where materials are stacked above three feet in height. Manual material handling and lifting (i.e., assembly line, exchanges and warehouse operations).</p> <p><u>MECHANICS</u>: Repair and maintenance of automotive vehicles, building maintenance, and aircraft maintenance.</p> <p><u>RDT&E</u>: Engineers, test mechanics, and laboratory personnel involved in the RDT&E of systems.</p>
Low	<p><u>ADMINISTRATIVE, CLERICAL, CLASSROOM</u>: Those positions that involve primary work in an office environment but may include visits to worksites for inspection or evaluation.</p>

VOLUME 1: CHAPTER 7

SAFETY PROGRAMMING AND BUDGET

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 7

SAFETY PROGRAMMING AND BUDGET

0701 ANNUAL PROGRAM REVIEW

The Commandant of the Marine Corps provides the Marine Corps' Program Objective Memorandum (POM) annually to the Department of the Navy for further submission to the Office of the Secretary of Defense. As part of POM development, a comprehensive and astute review of all resource requirements is required in order to optimize warfighting capability and capacity across the Future Years Defense Program. With each new fiscal year, Assistant Deputy Commandant, Programs and Resources coordinates a comprehensive review of each specific program requiring monetary resources for the purpose of developing the service's POM submissions. Program Reviews also serve to educate and equip stakeholders with an analytical understanding of the various Marine Corps programs to better inform subsequent planning and programming actions for the next POM cycle.

0702 SAFETY PROGRAM ELEMENT

The Department of Defense Program Element (PE) for Safety Programs is 0202057M and the associated Marine Corps Program Code (MCPC) for Safety is 630604. CMC SD performs service level programming functions as the Programming Office MCPC 630604 (Safety) by consolidating and defending funding requirements via the Installations Program Evaluation Board (PEB). MCPC 630604 (Safety) contains appropriations for Operations and Maintenance Marine Corps (OMMC), Operations Maintenance and Marine Corps Reserve (OMMCR), Research, Development, Test and Evaluation (RDT&E), and DON Civilian Personnel salary. Budget Line Items to be utilized in this effort are: 1A1A (Operational Forces), 1A3A (Depot Maintenance), 3A1C (Recruit Training), 3C1F (Recruiting and Advertising) and BSS1 (Base Operating Support).

0703 COST ACCOUNT CODES

The Cost Account Codes for Safety are NFSG (Ground Safety), NFTS (Tactical Safety Program), NFSM (Military Safety Operations), and NFST (Safety Training and Prevention). The BEA/BESA for Safety is SA; the Fund Code is JD.

0704 ANNUAL BUDGET

Based on the aforementioned approved POM submission for the safety management system, each safety manager or officer is responsible for developing, submitting, and executing an annual budget. The budget requests are submitted through the chain of command supporting the safety management system and carry out the responsibilities contained in Chapter 2, *Roles and Responsibilities*.

A. The safety budget shall be carried on a separate line item and all safety expenditures accounted for in the Standardized Accounting and Budget Reporting System

(SABRS). Where local comptrollers do not use SABRS, a separate budget line item will be established. Also, the command's comptroller will authorize the use of U.S. Government Credit Card Purchase Card programs to support safety management system purchase requirements.

B. MCPC 630604 (Safety) provides resources associated with the following:

1. Management and administrative costs for the safety management system. This includes the following areas: aviation, tactical safety, explosives/range safety, risk management, occupational safety, ground safety, motor vehicle/traffic safety, and off-duty activities safety (i.e. sports, recreation).

2. Occupational and environmental health program areas excluding those areas that were funded by PE 0807705 (Military Public/Occupational Health) as provided to Marine Corps organizations by the Bureau of Medicine and Surgery, or other supporting elements of the Defense Health Agency.

3. Activities of safety inspections, hazard identification, facilities design and construction review, safety training, mishap/injury and illness investigation/reporting programs, self-assessments, external assessments, and safety research.

4. Direct personnel and administrative costs, travel, training, supplies, safety equipment/materiel, test equipment, safety awards, contracts, studies and analyses, and personal protective equipment (PPE), (e.g., hazardous gas and noise detectors, steel toe safety shoes, air-purifying respirators, eye and ear protective devices, etc.).

5. Safety related training/education costs for civilian and military safety personnel. Also included are the participation costs for safety conferences and workshops by both military and civilian personnel.

6. Safety education, promotional materials, and media/visual aids.

C. Readiness improvement is emphasized, as well as combat effectiveness and flexibility, through initiatives that focus on energy reliability, resiliency, and efficiency. Safety and occupational health programs have an immediate impact on readiness. Ongoing investments in and professional development of the safety community, combined with streamlining policies and processes, improve the efficiency and lethality of the Fleet Marine Force.

VOLUME 1: APPENDIX A

ABBREVIATIONS AND ACRONYMS

SUMMARY OF SUBSTANTIVE CHANGES

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APPENDIX A

ABBREVIATIONS AND ACRONYMS

ABIH - American Board of Industrial Hygiene

ACMC - Assistant Commandant of the Marine Corps

ANSI - American National Standards Institute

ASAP - Aviation Safety Awareness Program

ASC - Aviation Safety Command

ASD (P-R) - Assistant Secretary Defense, Personnel and Readiness

ASP® - Associate Safety Professional

ASPA - Administrative Support Personnel Assessment

ASN E, I&E - Assistant Secretary of the Navy for Energy, Installations and Environment

BCSP - Board of Certified Safety Professionals

BUMED - Bureau of Medicine and Surgery

CAP - Corrective Actions Plan

CCS - Command Culture Survey

CCW - Command Culture Workshop

CDCs - Child Development Centers

CESB - Council on Engineering Standards Boards

CEU - Continuing Education Unit

CHMM® - Certified Hazardous Material Manager

CIH® - Certified Industrial Hygienist

CMC – Commandant of the Marine Corps

CMC SD – Commandant of the Marine Corps Safety Division

COI - Community of Interest

COLS - Common Output Levels

COMMARCENT - Commander, Marine Forces Central Command

COMMARCORSSYSCOM - Commander, Marine Corps System Command ()

COMMARFORCOM - Commander, Marine Corps Forces Command

COMMARFORCYBERCOM - Commander, Marine Corps Cyber Command

COMMARFOREUR/AF - Commander, Marine Forces Europe/Africa Command

COMMARFORNORTHCOM - Commander, Marine Forces Northern Command

COMMARFORPAC - Commander, Marine Corps Forces Pacific Command

COMMARFORRES - Commander, Marine Corps Forces Reserve

COMMARFORSOC - Commander, Marine Forces Special Operations

COMMARFORSOUTH - Commander, Marine Forces Southern Command

COMMCICOM - Commander, Marine Corps Installation Command

COMNAVSAFECEN - Commander, Naval Safety Center

CSA – Command Safety Assessment

CSHM® - Certified Safety & Health Manager

CSP - Certified Safety Professional

CSS – Core Safety Services

CY - Calendar Year

DC/A - Deputy Commandant for Aviation

D&D - Drinking & Driving

DFEC - Division of Federal Employees Compensation

DoD – Department of Defense

DoL - Department of Labor

DON - Department of the Navy

DOSS – Department of Safety and Standardization

DSOC - Defense Safety Oversight Council

DSS - Director of Safety and Standardization

EDIPI - Electronic Data Interchange Personal Identifier

ESAMS - Enterprise Safety Application Management System

ESB – Executive Safety Board

FR2 - DOD Force Risk Reduction

FTX - Field Training Exercises

FY - Fiscal Year

GCASS - Ground Climate Assessment Survey System

GCSA - Ground Command Safety Assessment

GMIC - Ground Mishap Investigation Course

GMV - Government Motor Vehicles

GSMs - Ground Safety Managers

GSO - Ground Safety Officer

HHQ - Higher Headquarters

HIPAA - Health Insurance Portability and Accountability Act

HQMC - Headquarters Marine Corps

HS - Health Services

IACET - International Association for Continuing Education and Training

ICE - Institute for Credentialing Excellence

ICPA - Injury Compensation Program Administrators

IDP - Individual Development Plan

iNFADS - internet Navy Facilities Asset Data Store

IRSAG - International Range Safety Advisory Group

ISHM - Institute for Safety and Health Management

ISO - Installation Safety Office

KSA - Knowledge, Skills, and Abilities

LASER - Light Amplification by Stimulated Emission of Radiation

MALS - Marine Aircraft Logistics Squadron

MARCENT - Marine Forces Central Command

MARCORLOGCOM - Marine Corps Logistics Command

MARFORCOM - Marine Corps Forces Command

MARFORCYBERCOM - Marine Corps Cyber Command

MARFOREUR/AF - Marine Forces Europe/Africa Command

MARFORPAC - Marine Corps Forces Pacific

MARFORNORTHCOM - Marine Corps Forces Reserve (MARFORRES)/Commander, Marine Forces Northern Command

MARFORSOC - Marine Forces Special Operations Command

MARFORSOUTH - Marine Forces Southern Command

MARCORSYSCOM - Marine Corps System Command

MCAS - Maintenance Climate Assessment Survey

MCASS - Marine Corps Aviation Survey System

MCICOM - Marine Corps Installations Command

MCRC - Marine Corps Recruiting Command

MCPC – Marine Corps Program Code

MCSMS - Marine Corps Safety Management System

MCTIMS - Marine Corps Training and Information Management System

MMRP - Manpower Management Records and Performance Branch

MOA/MOU – Memorandum of Agreement/Memorandum of Understanding

MOS - Military Occupational Specialty

MPHA - Mishap Prevention and Hazard Abatement

MRRS - Medical Readiness Reporting System

MSC - Major Subordinate Command

MTF – Medical Treatment Facility

NIOSH - National Institute of Occupational Safety and Health

NATOPS - Naval Air Training and Operating Procedures Standardization

NJP - Non-Judicial Punishment

NRMP - Naval Radioactive Materials Permits

NRSWG – North Atlantic Treaty Organization Range Safety Working Group

NSC - Naval Safety Center

OCS - Operational Contract Support

OD&R - Off Duty and Recreation

OHST® - Occupational Hygiene and Safety Technician

OJT - On-the-Job Training

OMMC - Operation and Maintenance-Marine Corps

OMMCR - Operations Maintenance and Marine Corps Reserve

OSHA – Occupational Safety and Health Administration

OTI - OSHA Technical Institutes

PDCA – Plan-Do-Check-Act

PE - Program Element

PEB - Program Evaluation Board

PM - Performance Manual

PM – Program Manager

PMR – Program Management Review

PMV - Private Motor Vehicle

POC - Point of Contact

POM – Program Objective Memorandum

PPE - Personal Protective Equipment

RAC - Risk Assessment Code

RADCON - Radiological Controls

RDT&E - Research, Development, Test and Evaluation

RM – Risk Management

RMI-SIR - Risk Management Information System-Streamline Incident Reporting

RODS - Recreational and Off-Duty Safety

SAS - School of Aviation Safety

SIB - Safety Investigation Boards

SME - Subject Matter Expert

SMS® - Safety Management Specialist

SMS – Safety Management System

SOH – Safety and Occupational Health

SOHC - Safety and Occupational Health Council

SOUM - Safety of Use Memoranda

SR - Safety Representative

SST - Supervisor Safety Training

TECOM - Training and Education Command

TM - Technical Manual

MARINE CORPS SAFETY MANAGEMENT SYSTEM

Volume 1 Appendix A

MCO 5100.29C

15 OCT 2020

UAS - Unmanned Aircraft System

USC - United States Code

VPP - Voluntary Protection Program

WESS - Web Enabled Safety System

XO - Executive Officer

VOLUME 2

RISK MANAGEMENT

SUMMARY OF VOLUME 2 CHANGES

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CANCELLATION: The publication of this Volume cancels MCO 3500.27C.

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 701 S. Courthouse Road
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 Arlington, VA 22204

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VOLUME 2: CHAPTER 1

INTRODUCTION TO RISK MANAGEMENT

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 1

INTRODUCTION TO RISK MANAGEMENT

0101 OVERVIEW

This chapter provides an introduction to Risk Management (RM) and how RM is used to identify and assess hazards to develop mitigating controls, which are then continuously monitored and analyzed to assess their effectiveness. The focus of RM is to reduce hazards and prevent mishaps in order to preserve resources (i.e., personnel and equipment) and maintain operational readiness.

0102 APPLICABILITY

Risk Management is as important at the small unit level as it is up through the higher organizational levels. The application of RM may differ between a squad and a battalion, but the process and desired results are the same. RM should be a part of how ALL Marines think, and how they make decisions on or off the job. Everyone benefits from a force focused on operational excellence that proactively looks to identify hazards, assess risks, and implement controls. Doing so protects Marines and equipment during training and operations.

0103 INHERENT RISK

Risk is inherent in every phase of tasking, specific mission execution, and overall operations due to today's complex and dynamic environment. Off-duty activities present their own set of hazards and risks, and off-duty "mission success" is much more likely with the continuous application of RM processes and principles. With hazards and risks present both on and off-duty, it is incumbent upon all Marines, both military and civilian, to understand how to assess and manage risk to achieve mission success and preserve combat readiness.

0104 RISK MANAGEMENT

In its most simplified terms, RM is the process of 1) identifying hazards, 2) assessing risks associated with those hazards and 3) implementing safety controls to prevent those hazards from causing mishaps. "Safety" is the byproduct of this continuous cycle of tasks, and is increased, improved, and enhanced by this Risk Management process.

0105 PRINCIPLES OF RISK MANAGEMENT

The acceptance of risk is not an imprudent willingness to gamble, but rather a deliberate calculation that weighs the risks against potential benefits in pursuit of mission success. Four basic principles are the foundation for RM, and the framework for implementing the RM process.

- Risk is anticipated and managed by planning.
- We make risk decisions at the right level.

- We do not accept unnecessary risk.
- We accept risk when benefits outweigh costs.

It is critical to both mission accomplishment and the preservation of our Marines and assigned equipment that RM principles and processes are incorporated into all levels of planning, transition, execution, and decision-making, all the way down to the individual whether on or off duty.

010501. ANTICIPATE AND MANAGE RISK BY PLANNING

Integrating RM into planning at all levels, and as early as possible, provides the greatest opportunity to make well-informed risk decisions and to implement effective risk controls. This engaged approach enhances the overall effectiveness of RM by reducing mishaps, injuries, and costs. Hazards and controls that have been identified during reconnaissance and preplanning should be in the operations order.

010502. MAKE RISK DECISIONS AT THE RIGHT LEVEL

Risk decision is defined as the decision to accept or not accept the risk(s) associated with an action. RM decisions should be made by the commander, or individual directly responsible for the operation. While anyone can make a risk decision, the appropriate decision level should reside with the leader who has overall responsibility for the decisions to accept, eliminate, or reduce the risk. Prudence, experience, judgment, intuition, and situational awareness of leaders directly involved in the planning and execution of the mission are the critical elements in making effective RM decisions. When leaders responsible for executing a mission determine the risk associated with that mission cannot be controlled at their level, or goes beyond the commander's stated intent, the risk(s) decision shall be elevated to the next higher leader within the chain of command. If unable to mitigate the risk at the unit level, the risk decision shall be elevated to the next commander in the chain of command. It is the responsibility of the senior commander in a given chain of command to provide clear guidance to subordinate leaders on what echelons are granted authority to make specific risk decisions.

010503. ACCEPT NO UNNECESSARY RISK

Unnecessary risk is defined as risk, when considered from a potential gain relative to potential loss, which cannot be tolerated and must be eliminated or mitigated. Unnecessary risk, if taken, does not contribute meaningfully to task or mission accomplishment, and needlessly jeopardizes personnel or materiel. Risk is managed through relentless training, recognition of the risk being confronted, and a clear-eyed understanding of the mission at hand. Training, experience, and well-founded confidence directly result in increased performance and better mitigation of risk on and off duty. The RM process identifies hazards that might otherwise go unnoticed and provides tools to reduce or offset risk. End state: Decide at the right level to only take risks that are necessary to accomplish the task, activity, or mission when the benefits outweigh the risk.

010504. ACCEPT RISK WHEN BENEFITS OUTWEIGH THE COST

Acceptable risk is defined as identified risk that is understood and intentionally allowed to persist during the task or mission. Marine Corps tradition is built upon principles of seizing the initiative and taking decisive action. The goal of RM is not to eliminate risk, but rather to manage risk so the mission can be accomplished with the minimum amount of loss. The process of weighing risks against the value of the task or mission and the benefits of its completion maximizes the likelihood of success. Assessing costs and benefits requires training and experience, and is a largely subjective process supported by deliberate planning and associated planning tools and processes.

0106 RISK MANAGEMENT FUNDAMENTALS

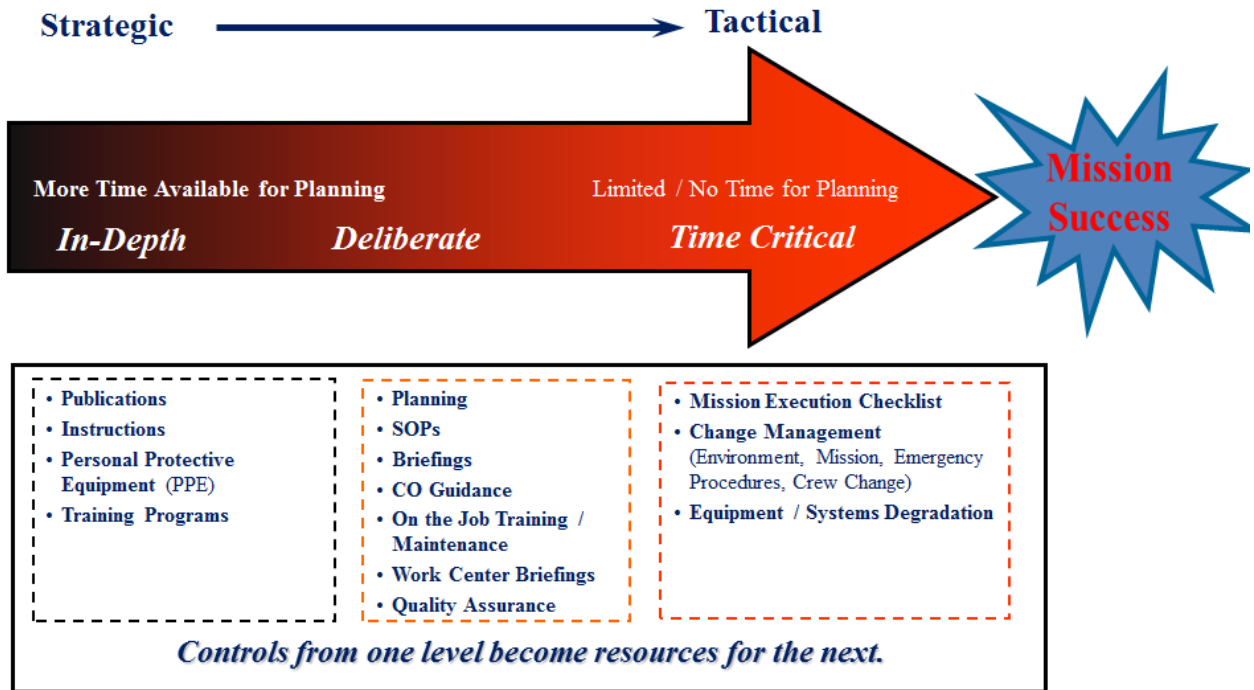
010601. RISK MANAGEMENT PROCESS

Risk management is a five step process used to identify hazards, assess the associated risks, and implement controls. It is a systematic, cyclical, and repeatable process. By using RM, organizations, leaders, and individuals are better able to make informed risk decisions that reduce or offset risk. The process is applicable across the full spectrum of tasks and missions, both on-duty and off-duty. The five steps of risk management are as follows (detailed explanation of these steps are included in Chapter 3, Risk Management Process):

1. Identify Hazards
2. Assess Hazards
3. Make Risk Decisions
4. Implement Controls
5. Supervise (and Evaluate)

010602. LEVELS OF RISK MANAGEMENT

Figure 1-1: Levels of Risk Management



A. In-Depth. The in-depth level refers to situations when available time for planning is not a limiting factor and involves a very thorough risk assessment. Tools and methods available to identify and assess hazards at this level include a thorough review of available tactical, engineering, and safety data, as well as use of diagram and analysis tools, trends, formal testing, and long-term tracking of the hazards associated with the operation or activity with the assistance of technical experts if needed. The in-depth level of RM is used to more thoroughly study the hazards and associated risk in a complex operation or system, or one in which the hazards are not well understood. Examples of in-depth applications include long-term planning of complex operations; introduction of new equipment, materials, and missions; development of tactics and training curricula; and major system overhaul or repair.

B. Deliberate. The deliberate RM level applies when there is ample time for detailed planning of a mission or task. This level uses primarily experienced personnel and brainstorming to identify hazards, review mishap trends, and develop controls. It is most effective when done in a group. The USMC Rapid Response Planning Process (R2P2) is a good example of deliberate RM. Other examples of deliberate RM include long range planning of upcoming operations; review of standard operating, maintenance, or training procedures; and the development of damage control and disaster/emergency response plans. The deliberate BAMCIS and MCPP planning processes are described in Appendix A and C of this Volume.

C. Time Critical Risk Management (TCRM). Time critical risk management is used during the execution phase of training or operations as well as in planning during crisis response scenarios. This level of planning rarely includes formal documentation or planning resources and is rapid, hasty and usually developed in ‘real time’ throughout execution. TCRM can and should happen as often as necessary to adapt to new or changing conditions. This real time assessing and deciding risk is quick and can be frequent, very much like we operate personally on a daily basis both on and off-duty. Changes to a risk assessment should be applied continuously to the plan and necessary updates to the plan should be briefed. At this level, sometimes there is little or no time to develop and brief a formal written plan. This usually results in an “on the spot” mental or oral review of the situation and an adjustment to previously conducted risk assessments. This review and update process is supported by the use of mission execution checklists, or drilled emergency action plans. Since time is limited, the application of the formal RM process cannot be practically applied. Therefore, to facilitate use of RM in real time while engaged in any training or operations, personnel are encouraged to use the time critical risk management, *ABCD* Model as a tool to manage time compressed decision making. The time critical risk management *ABCD* Model is described in detail in Appendix B of this Volume.

0107 FORMAL TERMS AND DEFINITIONS

A. Mishap. An unplanned event or series of events resulting in death, injury, or occupational illness; damage to or loss of equipment or property; or damage to the environment.

B. Hazard. Any real or potential condition that can cause injury, illness, or death to personnel; damage to or loss of equipment or property; degradation of mission capability or impact to mission accomplishment; or damage to the environment. (Synonymous with the term “threat.”) A hazard is a mishap cause, or mishap causal factor, waiting to happen.

C. Exposure. A rating of the frequency, length of time, and percentage of people or assets subjected to a hazard. Exposure is a component of risk, but is not directly used to assign a level of risk. Rather, it is a consideration in determining probability and severity

D. Active Failure. Any errors and violations having immediate negative results; can be caused by scheduling problems, inadequate training, or lack of resources.

E. Latent Failure. Any event or presence from background circumstances in the environment surrounding a mishap, and is more endemic of something external to the immediate situation. These failures typically have contributing supervisory or organizational influences. The hazards that lead to latent failure need to be addressed by the application of a deliberate Risk Management process. Latent failures “set the stage” for an active failure to exist that then leads to a near miss or a mishap. These latent failures or conditions include deficiencies, errors, oversights, omissions, ineffective or obsolete procedural documents, ineffective material design, or unanticipated changes. Latent failures lead to active failures.

F. Additive Condition. Any items that compete for an individual or crew's attention during the execution of a task or mission. These might include: equipment malfunctions, change in weather, multiple crew members, unpredictable information, and change to the mission. Additive conditions increase task loading and uncertainty, and lead to distraction and channelized focus.

G. Task Loading. The number of tasks to be completed in a set period of time. Higher task loading increases the potential for error. Task loading can be minimized by either reducing the number of tasks or taking more time.

H. Human Factors. Mishaps rarely have a single cause, rather they are usually the end result of a series of errors. Human factors which negatively affect the capabilities of the individual, crew, or team increase the potential for errors. Human factors are defined as environmental, organizational, and job factors and human and individual characteristics which influence behavior in a way which can affect health and safety. Examples include attitudes, personalities, level of training, experience, fatigue, and physiological factors.

I. Human Error. An action or decision that results in one or more unintended negative outcomes. Human errors are the leading cause of mishaps across the Marine Corps.

J. Consequential Error. An error that leads to undesired consequences to property, personnel, or mission (e.g., mishap, personal injury, mission failure, etc.).

K. Risk. Chance of adverse outcome or bad consequence, such as failed or degraded mission, injury, illness or loss. Risk level is expressed in terms of hazard probability and severity.

L. High-Risk Training. Training which exposes personnel and trainers to the risk of death, serious injury, or permanent disability despite the presence of proper safety controls.

M. Risk Assessment. A structured process to identify and assess hazards. Risk Assessment results in an expression of potential harm, described in terms of severity, probability, and exposure to known hazards. It is accomplished in the first two steps of the RM process.

N. Risk Assessment Level. An expression of the risk associated with a hazard that combines its severity and probability into a risk assessment level that can be used to help determine hazard abatement priorities, often depicted using a risk assessment matrix.

O. Resource. Something that can be used to develop controls and includes time, money, people, and equipment. With respect to TCRM, a resource is something used to prevent errors, speed up decision making, or improve team coordination. Resources are typically applied as part of safety controls at the in-depth or deliberate levels of RM, and include policies, procedures, routines, checklists, automation, briefings, and knowledge, skills, and techniques.

P. Controls. Actions taken or measures put in place to eliminate a hazard or mitigate the associated identified risk. Some types of controls include engineering controls, administrative controls, physical controls, and Personal Protective Equipment (PPE).

Q. Engineering Control. Engineering methods to reduce risks by design, material selection, or substitution when technically or economically feasible. An example is using an extension rod for cleaning rather than climbing a ladder.

R. Administrative Control. Controls that reduce risk through specific administrative actions such as providing suitable warnings, markings, placards, signs, and notices; establishing written policies, programs, instructions, and standard operating procedures; training personnel to recognize hazards and take appropriate precautionary measures; and limiting the exposure to a hazard. An example is limiting the number of alcoholic beverages a person consumes, or a placard warning of high noise hazards and requirement to wear hearing protection in workspace.

S. Personal Protective Equipment. The final control type to use when engineering and administrative controls do not adequately mitigate the risk. An example is wearing body armor and Kevlar helmets while traveling on a main supply route, or eye and hearing protection while working on or near operating aircraft or heavy equipment

T. Residual Risk. Risk remaining after controls have been identified and applied.

U. Root Cause. Any basic underlying cause that does not have further underlying causes. A root cause is at the base or beginning of a causal chain of events where an intervention could be implemented to prevent an undesirable outcome. The analysis of a hazard may identify multiple causes; however, applying controls to the root cause is ultimately more effective than merely addressing an intermediate cause.

VOLUME 2: CHAPTER 2

RISK MANAGEMENT RATIONALE

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 2

RISK MANAGEMENT RATIONALE

0201 OVERVIEW

This chapter covers the reasons why the risk management process is used, the benefits of the process, and what RM does not do.

0202 SCOPE

This chapter is intended for personnel of all ranks, assigned missions, and organizational levels. It is imperative that leaders at all levels understand the fundamental importance of embedding these principles within the culture of their organizations.

0203 WHY MANAGE RISK

Using the RM process provides commanders with the critical information needed to make informed decisions that reduce or offset risk, thereby increasing operational effectiveness and the probability of mission success. It is at its most basic level a systematic, continuous, cyclical process of identifying hazards, assessing associated risks, and implementing controls that mitigate and reduce those risks. The process is applicable across the spectrum of tasks and missions, both on-duty and off-duty. Failure to use RM allows unnoticed or unacknowledged and unmitigated risks to be present and to have negative effects not anticipated or planned for, significantly lowering the likelihood of a mission accomplishment without loss or damage to personnel and equipment.

020301. RISK MANAGEMENT BENEFITS FOR ENHANCED READINESS

- A. Provides a systematic structure to perform risk assessments.
- B. Enhances decision making skills based on using a systematic, reasoned, and repeatable process.
- C. Reduces risk to acceptable levels commensurate with the benefit or value of mission or task accomplishment while providing a method to effectively manage resources.
- D. Identifies feasible and effective control measures, particularly where specific standards do not exist.
- E. Provides an adaptive process for continuous feedback through the planning, preparation, and execution phases of any evolution.
- F. Preserves personnel and materiel by avoiding unnecessary risk, thus reducing mishaps and their associated consequences.

G. Enhances task and mission accomplishment by increasing the probability of success.

H. Provides improved confidence for the individuals making informed risk decisions. Detailed risk analysis provides a clear picture of hazards and allows commanders the information needed to implement effective controls.

020302. THINGS RISK MANAGEMENT DOES NOT DO

A. Does not inhibit flexibility, initiative, or accountability.

B. Does not remove risk altogether or support a “zero defect” mindset. “Zero Defect” is a mindset where mistakes are never acceptable. This mentality does not promote mission flexibility, adaptability, or improvisation, but rather mission stagnation for fear of repercussion if a mistake is made.

C. Does not remove the necessity for practice, drills, rehearsals, and the application of known tactics, techniques, and procedures.

D. Does not justify violating orders or the law.

0204 RISK MANAGEMENT AS A LEADERSHIP COMPETENCY

The Marine Corps charges all leaders to understand and teach that RM is vital to the success of any organization. Being able to envision and communicate scenarios that may occur in the lifecycle of a unit is a skill as well as an art supported by active engagement with known hazard and safety information, and safety lessons learned. Leaders at every level are ultimately responsible for everything their unit does or fails to do; their responsibility to systematically applying RM is no different.

VOLUME 2: CHAPTER 3

RISK MANAGEMENT PROCESS

SUMMARY OF SUBSTANTIVE CHANGES

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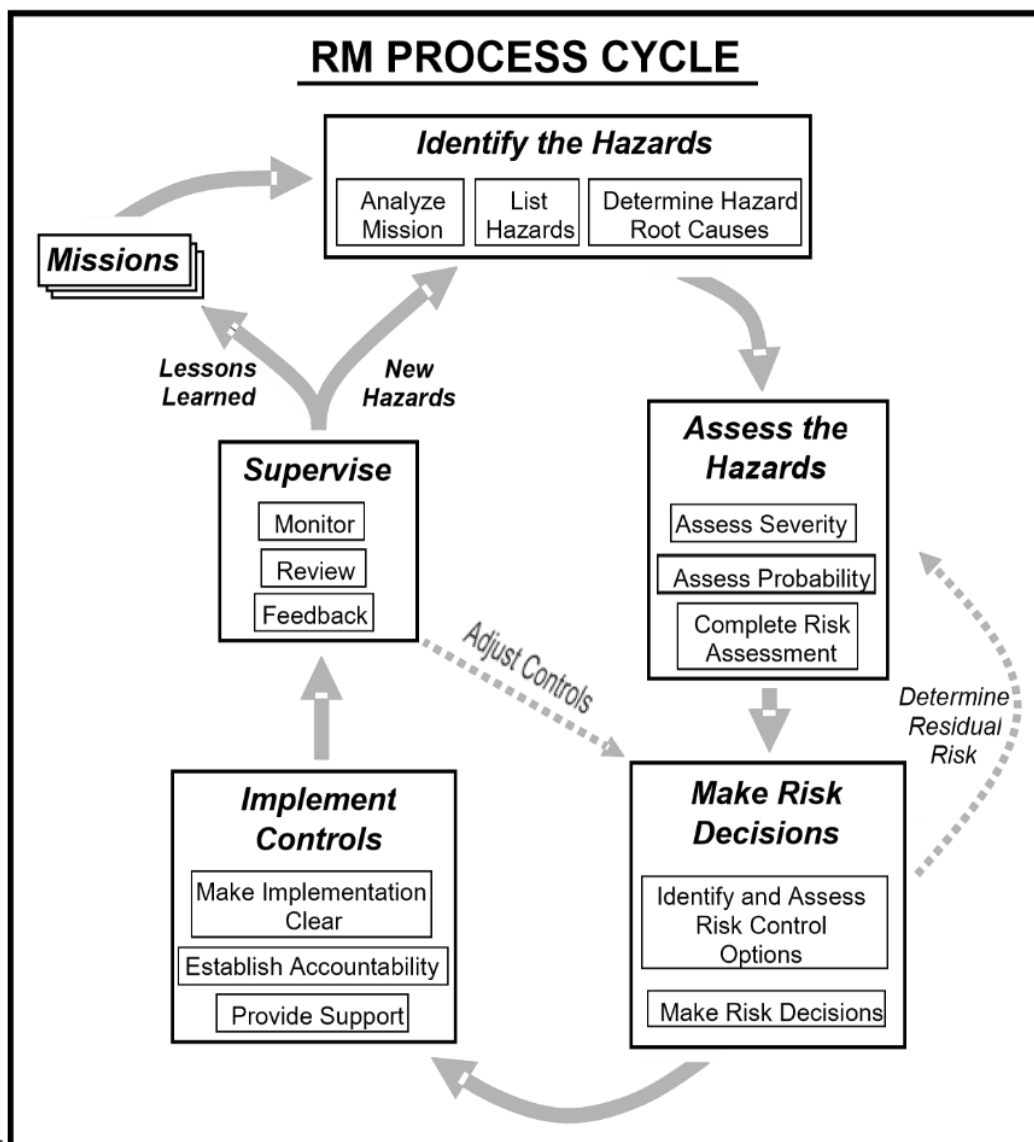
CHAPTER 3

RISK MANAGEMENT PROCESS

0301 OVERVIEW

This chapter will discuss in detail the five-step process of RM. The guidelines and resources that support these steps are outlined and explained, followed by a detailed explanation of each step of the RM process and the tools used to assist in those steps (i.e., tables defining Probability and Severity categories and the Joint Risk Assessment Matrix).

Figure 3-1: The RM Process Cycle



0302 PROCESS APPLICATION GUIDELINES

The following guidelines are provided to gain the maximum benefit and desired effects of the RM process.

A. Apply the process in sequence. Each element is a building block for the next step and should be applied as a sequential step that is also an integral part of mission planning, rather than each step being applied as a separate standalone procedure.

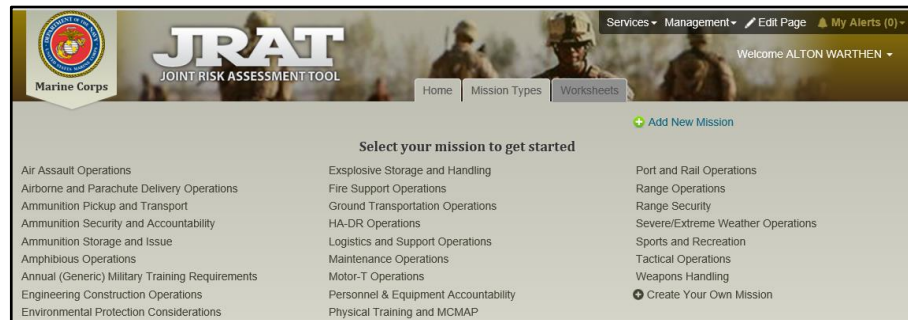
B. Maintain balance in the process. Every step and element of the process is important and should be afforded due diligence. The objective is to assess the time and resources available for RM and to allocate them in a manner most likely to produce the best result.

C. Apply the process as a cycle. The RM process is not a one-way cycle (refer to Figure 3-1). The process contains elements that require review and feedback, which provides checks and balances, and also the flexibility to make adjustments as the situation changes.

D. Involve personnel. The RM process is effective only if the personnel exposed to the risks and those who possess subject matter expertise in the task or mission are fully involved. These stakeholders have a vested interest in the outcome and will ensure the process is sound. Stakeholders help identify hazards and shape risk decisions. Leadership includes higher command levels in these risk decisions when necessary based on briefed risk decision levels from higher levels of command, and to ensure proper resourcing, visibility and oversight for implemented controls.

E. Document the process. Documenting the results of the RM assessment helps to organize ideas, identify courses of action, and brief and debrief the event. Documentation provides a valid reference to evaluate progress during the execution phase and a record for future use, which allows an organization to capitalize on lessons learned to improve performance and minimize repeat shortcomings.

F. Use the Joint Risk Assessment Tool (JRAT). The JRAT is a Web-based software application that assists the user with completing a deliberate joint risk assessment matrix. The software guides the user through each of the steps in an intuitive fashion with help screens and process information. The JRAT allows the chain-of-command to supervise and conduct quality control of the risk assessment process. **The site will also provide up-to-date and relevant safety information and tutorials, and will serve as the primary transition tool for the Marine Corps to the Joint Risk Assessment Matrix (Figure 3-4).** Upon completion of an assessment, reports can be printed and the assessment can be shared electronically. The USMC JRAT site is available via CAC access at: <https://jrat.safety.army.mil/login.aspx>.



G. Other Resources. The following resources focus on tactics, techniques, and procedures of immediate importance to the operating forces. There is also information that assists with identifying gaps and best practices, and recommend solutions across the doctrine, organization, training, materiel, leadership, personnel and facilities (DOTMLPF) spectrum.

1. Marine Corps Center for Lessons Learned (MCCL):

<https://www.mcwl.marines.mil/MCCLL>

2. Naval Safety Center Lessons Learned* (includes Marine Corps Lessons

Learned): <https://intelshare.intelink.gov/sites/navsafe>

*Note:

1. New Users: Request access to the website.
2. Click the "Lessons Learned" icon on the main page (right side; looks like a chalkboard).
3. Under "Lessons Learned Communities", click the relevant community folder.
4. On each community page, click the "Lessons Learned Products" folder (Note: The "Sanitized Reports" folder is empty. All contents have been consolidated into the single LL folder. In pending website improvements, both of these sub-folders will be eliminated and all community LL/SSIR products will be visible upon completing step 3).
5. Select the LL/SSIR of interest.

0303 FIVE STEPS OF THE RISK MANAGEMENT PROCESS

030301. STEP 1: IDENTIFY HAZARDS

A hazard is defined as any condition with the potential to negatively impact the task or mission. Hazards can also cause property damage, injury to personnel, or death, which highlights the

importance of hazard identification as the foundation of the RM process. Personnel need to ensure a larger portion of available time is allotted to this step due to the simple fact that, if a hazard is not identified, it cannot be assessed or controlled. There are three sub-actions to be completed in this step.

A. Conduct an Operational Analysis. An operational analysis is a chronological, sequential list of the major events and elements in a task or mission. This complete picture of what is expected to happen assures that all elements of a mission or task are evaluated for all potential hazards. It begins with an outline listing the major steps in the operation. Next, it reviews plans, orders, and supporting documentation pertaining to the mission or tasking and the requirements needed for mission success. Last, it breaks down the task or mission into manageable phases in chronological order providing a clear picture of expectations and potential sources of hazards and threats.

B. Conduct a Preliminary Hazard Analysis (PHA). Building on the operational analysis, the PHA creates an initial list of hazards that may exist in a task or mission. With the phases broken down into manageable events in sequential order, each event is reviewed for associated hazards and causes. During the PHA, ensure a list is generated identifying these hazards for each event. Brainstorming and asking “what if” questions regarding what could go wrong throughout the task or mission helps uncover additional hazards. This technique guides a group in an interactive exchange of ideas deferring judgment until the end of the session. It is a good way to quickly generate many diverse ideas. This technique is also particularly effective when participants feel free to offer their ideas without fear of criticism.

C. Determine the Root Causes of Hazards. For each identified hazard, make a list of the associated causes with emphasis on clearly identifying the root cause. Hazards often have multiple causes. The root cause is the fundamental variable that potentially leads to mission degradation or failure. With causes identified, risk controls can be applied to mitigate and reduce risk. When possible, apply controls at root causes to have a greater effect in mitigating risks.

030302. STEP 2: ASSESS HAZARDS

For each hazard identified, determine the associated degree of risk in terms of probability and severity. The result of the risk assessment is a prioritized list of hazards ensuring controls are first identified for the most serious threats to task completion or mission success.

A. Determine Severity. Assess the potential consequence intensity that can occur as a result of exposure to a hazard; the degree of injury, illness, property damage, loss of asset (time, money, personnel), or task or mission impairing factors. Risk analysis prepares for the worst credible outcome. Consideration must be given to the number of personnel and resources potentially exposed to a hazard when determining potential severity. Hazard severity categories are assigned as Roman numerals according to the criteria in Figure 3-2.

Figure 3-2: Severity Categories

Category		Description
Catastrophic	I	<ul style="list-style-type: none"> • Loss of the ability to accomplish the mission • Death or permanent total disability • Loss of a mission-critical system or equipment • Major facility damage • Severe environmental damage • Mission-critical security failure • Unacceptable collateral damage • Objectives unachievable
Critical	II	<ul style="list-style-type: none"> • Significantly degraded mission capability or unit readiness • Permanent partial disability or severe injury or illness • Significant damage to property, systems, or the environment • Shortfalls to critical mission requirements • Significant collateral damage • Able to only partially achieve objectives
Moderate	III	<ul style="list-style-type: none"> • Degraded mission capability or unit readiness • Minor damage to equipment, systems, property, or the environment • Minor injury or illness • Most requirements are met
Negligible	IV	<ul style="list-style-type: none"> • Little or no adverse impact on mission capability or unit readiness • Minimal threat to personnel safety or health • Little or no property, systems, or environmental damage; fully functional and serviceable • Little or no impact to mission success • Objectives achievable

B. Determine Probability. This is a measure of the likelihood that a potential consequence will occur. An assessment of the probability that a hazard will result in a mishap or loss is defined by considerations of location, exposure (cycles or hours of operation), affected populations, experience, or previously established statistical information. Probability categories are assigned a letter according to the criteria in Figure 3-3.

Figure 3-3: Probability Categories

Category		Description
Frequent	A	<ul style="list-style-type: none"> • Frequently occurs. • Continuously experienced by an individual item or person. • Continuously experienced over a service life of an inventory of items or group.
Likely	B	<ul style="list-style-type: none"> • Likely to occur, immediately or within a short period of time. • Expected to occur frequently to an individual item or person. • Expected to occur continuously over a service life of an inventory of items or group.
Occasional	C	<ul style="list-style-type: none"> • Occasionally will occur in time. • Expected to occur several times to an individual item or person. • Expected to occur occasionally over a service life of an inventory of items or group.
Seldom	D	<ul style="list-style-type: none"> • Seldom may occur in time. • Can reasonably be expected to occur at some time to an individual item or person. • Can reasonably be expected to occur at some time over a service life for an inventory of items or group.
Unlikely	E	<ul style="list-style-type: none"> • Unlikely it will occur in time. • Unlikely to occur, but possible in the service life for an inventory of items or group.

C. Assign the Risk Assessment Level. The Risk Assessment Level is an expression of risk that combines the elements of hazard severity and probability of mishap occurrence. The Risk Assessment Level is a level of risk for each hazard expressed in the Joint Risk Assessment Matrix in Figure 3-4. Although not required, the matrix is helpful in identifying the Risk Assessment Level and in determining hazard abatement priorities. Additionally, the combination of two or more hazards may increase the overall level of risk. In some cases, the worst credible consequence of a hazard may not correspond to the highest Risk Assessment Level for that hazard. For example, one hazard may have two potential consequences. The severity of the worst consequence-Catastrophic (I) may be seldom (D)), resulting in a Risk Assessment Level of **HIGH**. The severity of the lesser consequence-Critical (II) may be Likely (B), resulting in the Risk Assessment Level of **HIGH**. Therefore it is important to consider less severe consequences of a hazard if they are more likely than the worst credible consequence, since this combination may actually present an equal or greater overall risk.

Figure 3-4: Joint Risk Assessment Matrix

Risk Assessment Matrix			PROBABILITY					
			Frequency of Occurrence Over Time					
			A Frequent (Continuously experienced)	B Likely (Will occur frequently)	C Occasional (Will occur several times)	D Seldom (Unlikely; can be expected to occur)	E Unlikely (Improbable; but possible to occur)	
SEVERITY	Effect of Hazard	Catastrophic (Death, Loss of Asset, Mission Capability or Unit Readiness)	I	EH	EH	H	H	M
		Critical (Severe Injury or Damage, Significantly Degraded Mission Capability or Unit Readiness)	II	EH	H	H	M	L
		Moderate (Minor Injury or Damage, Degraded Mission Capability or Unit Readiness)	III	H	M	M	L	L
		Negligible (Minimal Injury or Damage, Little or No Impact to Mission Readiness or Unit Readiness)	IV	M	L	L	L	L

Risk Assessment Levels
EH=Extremely High H=High M=Medium L=Low

D. Risk Assessment Pitfalls. The following pitfalls should be avoided during the assessment.

1. Over-optimism – not being totally honest or not looking for root causes.
2. Misrepresentation – individual perspectives may distort the data.
3. Alarmism – worst case scenarios are used regardless of their possibility.
4. Indiscrimination – all data is given equal weight.
5. Prejudice – subjective or hidden agendas are used instead of facts.
6. Inaccuracy – bad or misunderstood data nullify accurate risk assessment.
7. Enumeration – difficulty in assigning a numerical value to human behavior.

030303. STEP 3: MAKE RISK DECISIONS

Making risk decisions involves identifying the safety controls available to mitigate known hazards, and also assessing the potential effectiveness of the controls to determine the most favorable course of action.

A. Identify and Assess Risk Control Options. Starting with the most serious hazard, develop one or more control options that will either eliminate the hazard or reduce the risk of its occurrence to an acceptable level consistent with task or mission accomplishment.

1. Identify control options which can either eliminate the hazard altogether (e.g., physically remove it) or substitute it (i.e., replace it with a less hazardous alternative). These options include the following:

a. Reject the Risk. If overall risk exceeds the benefit, then do not take the risk. This is a valid option when you do not have the authority to apply proper or necessary controls.

b. Avoid the Risk. It may be possible to avoid specific risks altogether by conducting the task or mission in a different way. Be aware that conducting a mission by an alternate means may present new hazards that require consideration.

c. Delay an Action. If there is not a hard timeline or other benefit to quickly accomplishing a task or mission, it may be prudent to reduce the risk by delaying the action until favorable conditions present themselves.

d. Transfer the Risk. Risk may be reduced by transferring all or some portion of a particular task or mission. Transferring risk to another individual, unit, or platform that is better positioned to face the risk decreases the probability or severity of the risk to the total force.

e. Compensate for the Risk. A known risk can be compensated for by the inclusion of additional controls to ensure task or mission success despite the presence of that risk. Controls can take many forms but they fall into three basic categories:

1) Engineering Controls (isolate people from the hazard). Engineering controls protect workers from hazardous conditions by placing a barrier between the worker and the hazard, or by removing a hazardous substance, through air ventilation for example. Engineering controls involve a physical change to the workplace itself, rather than relying on workers' behavior or requiring workers to wear protective clothing. Examples include local exhaust ventilation to capture and remove airborne emissions, or machine guards to shield the worker.

2) Administrative Controls (change the way people work). These are controls that reduce risk through specific administrative actions such as providing suitable warnings, markings, placards, signs, and notices; establishing written policies, programs, instructions, and standard operating procedures; training personnel to recognize hazards and take

appropriate precautionary measures; and limiting the exposure to a hazard. Some examples are signs on a flight line requiring hearing protection, weapons range placards that identify when the range is in use, or a shoot house sign that lists authorized and unauthorized munitions.

3) Personal Protective Equipment (Protect the worker with personal protective equipment). PPE is equipment worn to minimize exposure to hazards that cause serious workplace injuries and illnesses. These injuries and illnesses may result from contact with chemical, radiological, physical, electrical, mechanical, or other workplace hazards. Personal protective equipment may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators, or coveralls, vests, and full body suits.

2. Assess Control Options. For each hazard, develop one or more control options that either avoids the hazard or reduces its risk to an acceptable level. Examples of criteria for effective control options are listed in Figure 3-5.

Figure 3-5: Criteria for Effective Controls

Control Criteria	Remarks
Suitability	Control removes the threat or mitigates (reduces) the risk to an acceptable level.
Feasibility	Has the capability to implement the control.
Acceptability	Benefit or value gained by implementing the control justifies the cost in resources and time.
Explicitness	Clearly specifies who, what, where, when, why, and how each control is to be used.
Support	Adequate personnel, equipment, supplies, and facilities necessary to implement a suitable control are available.
Standards	Guidance and procedures for implementing a control are clear, practical, and specific.
Training	Knowledge and skills are adequate to implement a control.
Leadership	Leaders are ready, willing, and able to enforce standards required to implement a control.
Individual	Individual personnel are sufficiently self-disciplined to implement a control.

B. Make Risk Decisions. Consider selected controls; decide if the residual risk that remains after the control is in place is acceptable and the benefits outweigh the costs. This decision must be made at the right level and by the appropriate individual who can balance the risk against the benefits of completing the task or mission. If it is determined that the risk level is too high, then additional controls must be developed, the plan must be modified, or the course of action must be rejected. Additionally, if risks outweigh the benefit, or if assistance is required to implement controls, communicate this up the chain of command.

030304. STEP 4: IMPLEMENT CONTROLS

Once the risk control decisions are made, the next step is implementation. It is critical at this step to ensure that any controls are implemented with clear, simple execution orders understood at all levels. The plan is clearly communicated to all involved, accountability established, and necessary support provided.

030305. STEP 5: SUPERVISE AND EVALUATE

Supervision requires conducting follow-up evaluations of the controls to ensure they remain in place and have the desired effect. Engaged supervision includes three basic actions: (1) monitor risk controls' effectiveness; (2) determine if further assessment of the task or mission is needed due to unanticipated change (this might change the overall risk of the mission and require approval from a higher level); and (3) evaluate using a feedback system to capture lessons learned, identify any needed adjustments, and identify new hazards that may arise.

VOLUME 2: CHAPTER 4

RISK MANAGEMENT TRAINING AND EVALUATION

SUMMARY OF SUBSTANTIVE CHANGES

Hyperlinks are denoted by ***bold, italic, blue and underlined font.***

The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.

All Volume changes denoted in **blue font** will reset to black font upon a full revision of this Volume.

CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

CHAPTER 4

RISK MANAGEMENT TRAINING AND EVALUATION

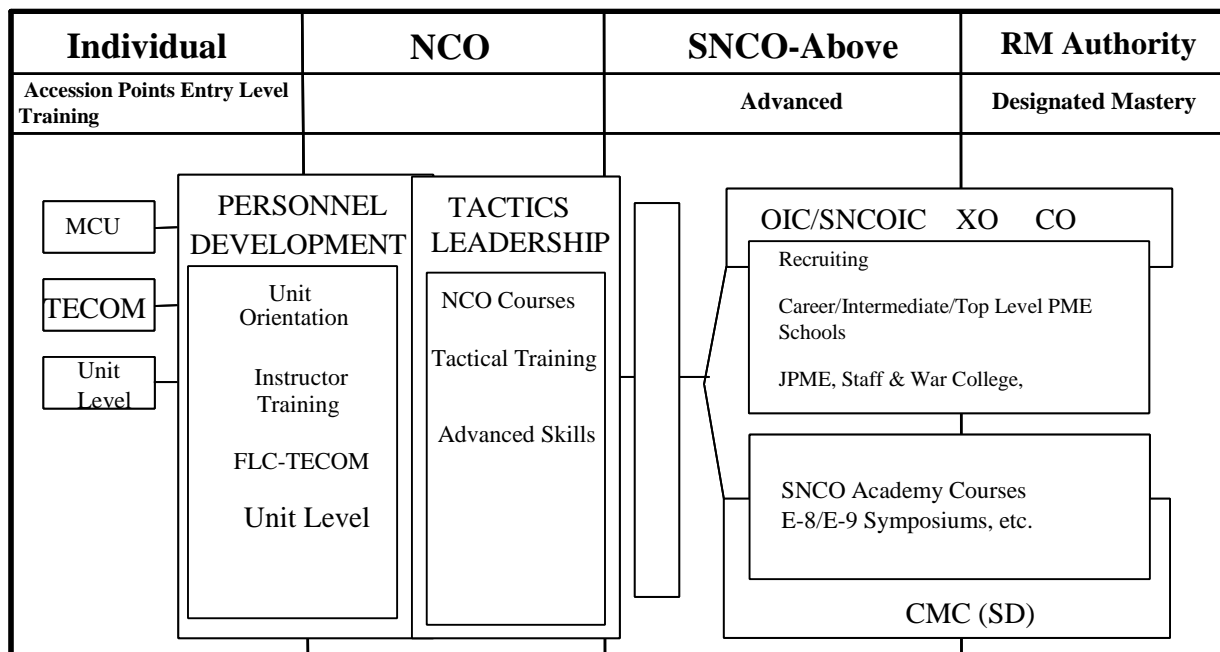
0401 OVERVIEW

An individual’s Risk Management knowledge must be integrated into the training curriculum provided over the course of their entire career. RM is most effective when included within the occupational learning structure and reinforced through the professional military education process. Learning RM independent of necessary professional skills is an ineffective educational strategy. A career-long RM training continuum must be infused, targeted, and tailored to the appropriate leadership or training program within the current organizational infrastructure. For both formal and unit training programs, adding RM concepts will require thoughtful analysis of all training objectives to make it a viable part of learning. It is not simply a matter of adding an extra chapter, slide, or presentation to meet an external requirement where the learner must make an independent judgment to connect the RM to the training. It must be reinforced through leader led engagement sessions at least every two years, but ideally this is taught and reinforced continuously.

0402 CONTINUUM

Figure 4-1 is a **simplified** illustration depicting various milestones an individual may pass during a career. The top line breaks a career into four general categories, which are used to determine the focus of RM training. **The separation between these is not rigid as overlaps are a natural part of any Marine Corps career progression.**

Figure 4-1: RM Training Continuum



040201. INDIVIDUAL

A. Most individuals will enter military service without formal RM skills, but will likely have made personal risk decisions in a real time situation. With the transition to a military occupation, such decisions will likely have an impact on a team, mission, or task, not just on the individual. Therefore, every individual must be trained to manage risk using the RM principles and process.

B. The accession point of military service is the first structured encounter with formal military education and training for most individuals and offers a one-time opportunity to introduce and integrate RM concepts with initial military skills training. The alignment of basic skills and RM concepts will instill a confidence in the individual that RM will help them manage the demands of training and lay the groundwork to handle their missions and assignments on- and off-duty in the future. This is the time to establish the individual RM mindset.

C. The duties of Marine Corps personnel, whether officer or enlisted, are focused on execution of tasks; they operate primarily at the real time level. Therefore, it is logical that their RM introduction focus on TCRM.

D. The civilian workforce will follow prescribed Marine Corps RM training as directed by this Order.

040202. SUPERVISOR (NCO'S AND ABOVE)

For the purposes of this discussion, the supervisor is categorized as anyone who oversees and is responsible for the actions of others. Supervisors model behaviors and mentor subordinates every day. Those behaviors should include RM techniques. Supervisors are involved in planning for and executing tasks as well as managing available resources (equipment, personnel, etc.) to complete the mission or task. Therefore, the focus of their RM training should be tailored toward these skills. Thus, their training must not only build on earlier TCRM skills but provide them the skills and tools necessary to conduct RM at the deliberate level. Supervisors must be able to make informed personal and team risk decisions and recognize when to elevate risks that they cannot control to the right level.

040203. RISK MANAGEMENT AUTHORITY AND INSTRUCTORS

A. Designation of Risk Management Authority is determined by the Unit Commander. Examples of designees include the Executive Officer (XO) or civilian equivalent or based on RACs as follows:

Risk decision authority in a command has the following echelons:

- RAC 1 – Base Commanding Officer
- RAC 2 – Base Executive Officer
- RAC 3 – Division Directors
- RAC 4 – Company Grade Officers, Branch Heads
- RAC 5 – SNCO, First-line Supervisor

B. They are also responsible to provide the leadership, tools, resources, and controls for their personnel to successfully complete assigned missions and tasks.

Designation of a trained Risk Management Instructor is determined by the Unit Commander. Examples of designees include the Safety Officer, XO, or civilian equivalent. Commanders shall designate in writing at least one command RMI. Consideration should be given to rank, experience, and credibility when choosing an RMI to ensure a robust and dynamic RM program. It is recommended commanders also designate an Assistant RMI. The RMI and Assistant RMI should hold significant leadership or supervisory positions within the command. RMI qualification shall be completed prior to, or within 30 days of, designation and can be earned by completing all of the modules of the USMC RM Distance Learning Course Curriculum or graduating from one of the following: the U.S. Army Combat Readiness Center Career Program (CP-12) course, the Ground Safety for Marines course, the Aviation Safety Officer course, or the Aviation Safety Command course."

040204. TRAINING REQUIREMENTS

A. The Risk Management Authority will ensure a command-specific RM overview for all military and civilian personnel during the check-in process. The level of training shall be commensurate with rank, experience, and position.

B. RM training is a biennial requirement. The responsibility for conducting and ensuring the training is completed is under the direction of the unit commander. Biennial training may be accomplished by the following:

1. Completion of the appropriate module(s) of the USMC RM Distance Learning Course Curriculum. The website <https://www.marinenet.usmc.mil> provides a baseline understanding of RM fundamentals and attitudinal objectives intended to operationalize RM across the USMC Total Force. There are four separate modules. The first is aimed at USMC ranks E1-E3; the second targets USMC ranks E4-E6, WO1-WO2, and O1-O3; the third is aimed at USMC ranks E7-E9, WO3-WO5, and O4-O6, and the final module is aimed at USMC civilian and contracted employees.

2. Classroom instruction or practical application exercises (i.e. small group, scenario-based, etc.) led by a designated RM Instructor.

C. RM training shall be appropriately documented with an "AK" code via the Marine Corps Training Management System (MCTMS).

D. The Inspector General of the Marine Corps shall inspect the effectiveness of RM implementation and the completion of initial and biennial RM training, as defined by this Order and reference, during inspections.

040205. TRAINING FOCUS

A. Training should provide Marines with an understanding of the wide spectrum of RM considerations and how safety-oriented decisions are not so different from tactical

decisions. Marines innately manage risk in everything we do and must recognize that safety concerns are not always the same as “risk averse decision making,” but rather an understanding of a situation due to a particular vantage point.

B. The RM training shall be tailored, through the Unit Commander’s intent, to a more strategic application where preservation of resources, personnel, and mission or task accomplishment is the focus.

C. Training must be relevant, progressive, and sequential. Figure 4-1 illustrates graphically the shift which should occur in the focus of RM training as the individual progresses through a career and responsibilities increase.

D. Training needs to focus equally on off-duty as well as on-duty, as an off-duty loss also decreases readiness and therefore mission or task accomplishment.

E. It is important to target RM training to the audience and the environment in which they operate. The Instructors should create their own scenarios, specific to the unit (e.g., mission, size, average age, geo-location, trends, etc.) in order to make the discussion relevant. Participants are more likely to engage if the topic and learning outcome are directly related to their work or personal life.

F. The discussion should foster group participation through leadership and encouragement, as well as increase awareness of how RM principles and practices apply to both on- and off-duty activities, in garrison or deployed.

0403 HIGH-RISK TRAINING (HRT)

040301. BACKGROUND

All training involves some risk, which is why we apply a deliberate RM process. Many normal training evolutions in the Marine Corps would be considered “high risk” by outside observers in that we are dropping bombs, breaching obstacles with explosives, firing machine guns while assaulting objectives at night, and driving tactical vehicles off road. However, not all the training we do is “high risk”. For the Marine Corps, and the rest of the Joint Force, high risk training is necessary to be operationally ready and prepared to execute certain Mission Essential Tasks. High-Risk Training has a very specific definition, and associated additional risk mitigation requirements. These additional risk mitigation requirements exist to provide an elevated level of leader visibility and engagement. The use of checklists ensures all aspects of the training environment are carefully considered during planning. Additionally, high risk training checklists assist in identifying and considering any changes that have occurred since planning prior to execution. Mishaps associated with high risk training events usually are caused by risk decisions being made at the wrong level, or by a failure to update the plan prior to execution based on changing conditions.

040302. DEFINITION

High-Risk Training is defined as training which exposes personnel and trainers to the risk of death, serious injury, or permanent disability despite the presence of proper safety controls.

High-Risk Training is further defined as any training event that maintains a residual Risk Assessment Level of IA, IB, IIA or IIB even after safety controls have been implemented. See the boxes outlined in **RED** in Figure 4-2. Specifically, hazards have been identified, an initial Risk Assessment Level is assessed, a risk mitigation plan is applied, and the reduced or residual Risk Assessment Level remains as IA, IB, IIA or IIB.

Figure 4-2: Risk Assessment Matrix

Risk Assessment Matrix		PROBABILITY						
		Frequency of Occurrence Over Time						
		A Frequent (Continuously experienced)	B Likely (Will occur frequently)	C Occasional (Will occur several times)	D Seldom (Will occur once or twice)	E Unlikely (Will occur once)		
SEVERITY	Effect of Hazard	Catastrophic (Death, Loss of Asset, Mission Capability or Unit Readiness)	I	EH	EH	H	H	M
		Critical (Severe Injury or Damage, Significantly Degraded Mission Capability or Unit Readiness)	II	EH	H	H	M	L
		Major (Significant Injury or Damage, Degraded Mission Capability or Unit Readiness)	III	H	M	M	L	L
		Minor (Minor Injury or Damage, Limited Degraded Mission Capability or Unit Readiness)	IV	M	L	L	L	L

Risk Assessment Levels
EH=Extremely High H=High M=Medium L=Low

040303. HIGH-RISK TRAINING EXAMPLES

The following are examples of High-Risk Training:

- Survival, Evasion, Resistance, Escape (SERE) Training
- Parachuting (Static Line & Freefall) Training
- Combatant Diver Training (Open & Closed Circuit)
- High Altitude and/or Severe Weather Mountaineering Training
- MRZR/ATV/Dirt Bike Training
- Direct Action Live Fire Close Quarters Battle in Urban Terrain
- Helicopter Rope Suspension Techniques (HRST) Training
- Visit, Board, Search and Seizure (VBSS) Training
- Special Operations and Reconnaissance Amphibious Infiltration and Exfiltration Training
- Breaching and Explosive Entry Training
- Underwater Egress Training

040304. SUPERVISION, AUTHORITY, AND GUIDANCE

A. All High-Risk Training events should be approved in writing by the first O-5 Commander in the training unit's chain of command. For multiple unit training, each unit's commanders should approve.

B. High Risk Training events should use a risk assessment worksheet. For regularly repeated training events the same worksheet can be used once it is updated with current information, and all risk assessments and assumptions are carefully reviewed and verified. The requirement for High-Risk Training to be approved in writing may take the form of a signature on the risk assessment worksheet. There is no required form for the risk assessment worksheet, but it should include the following:

1. An Emergency Action Plan (EAP) which is an internal plan to be implemented immediately upon advent of a mishap to aid involved persons and to control and safeguard the scene. This plan must include at a minimum: primary and alternate communications; telephone numbers; radio channels; call signs; locations of emergency response personnel; locations of emergency equipment; equipment shutdown procedures; muster site and methods to maintain control of the scene; non-affected personnel; and all immediate emergency procedures. The EAP should be a simple checklist or sequential list of responses of expected and immediate actions by personnel in control of the event to aid and extract mishap victims from the scene. Individual EAPs shall be validated quarterly by a walk-through from the unit HRTSO
NOTE: a Pre-Mishap plan is what is to be used on the scene once the injured personnel are removed from the scene. Refer to OPNAVINST 5102.1D.

2. Procedures shall be outlined WRT personnel/student Cease Training (CT)/Training Time Out (TTO) requirements, and training will not reconvene until the identified issue is resolved

3. A primary and secondary communications plan for stopping training if anyone observes an unsafe condition.

4. A pre-execution final brief checklist to confirm any changes are accounted for.

APPENDIX: RISK MANAGEMENT PLANNING TOOLS AND PROCESSES

APPENDIX A

Troop Leading Steps (BAMCIS)

Begin Planning (BAMCIS)

The receipt of a mission triggers the BAMCIS cycle. To make effective use of available time, the leader issues a Warning Order, an abbreviated set of instructions to inform subordinates of an impending action; this allows their subordinates to execute the Warning Order while the leader conducts a detailed analysis, which we call the tactical thought process. Here, unit leaders will develop questions and make assumptions about the enemy to continue planning. The level of risk the leader chooses to assume is directly related to the depth of analysis they perform during the tactical thought process. At the end of this step, you have an initial plan that you expect to execute, pending the answers to your questions, and the validation of the assumptions you made about the enemy. To begin answering these questions you Arrange for Reconnaissance.

Arrange for Reconnaissance (BAMCIS)

Following the detailed analysis (tactical thought process) performed during planning, the leader then asks, “What information am I lacking in order to complete my plan and achieve mission success?” To get the information needed to mitigate the hazards and associated risks identified and assessed during the tactical thought process, the leader must arrange for a reconnaissance of the enemy and terrain. First, the commander must select the most effective means from the available reconnaissance options. This may be a physical reconnaissance during which the commander visits the ground on which they will fight. Second, the commander determines the priority of information needed to satisfy identified information gaps. The first priority must be the gaps regarding the enemy; focusing on confirming or denying any assumptions made about his location, orientation, or current tactical activity. The second priority is identifying elements of the friendly Scheme of Maneuver (SOM) such as the route, assault position, or defensive positions. Finally, the leader must determine which subordinate leaders will participate in the collection of this information. The personnel will vary according to the tactical situation, but the leader should take only as many subordinate leaders as necessary, while others remain behind to supervise mission preparation.

Make Reconnaissance (BAMCIS)

The commander now acts to answer his questions and validate any assumptions based on his priorities of reconnaissance and the time available. Every effort must be made to conduct a physical reconnaissance and get “eyes on the enemy”. In addition to a physical recon, the commander should use all other available assets (imagery, air reconnaissance, etc.) to help fill information gaps. The reconnaissance is only successful if it answers the questions needed to successfully accomplish the mission.

Complete the Plan (BAMCIS)

The unit leader must now take the information gained during the reconnaissance and validate the initial plan. This is done by conducting repeating the tactical thought process, now armed with the answers to our questions. This analysis ensures necessary changes are made to our plan. Leaders make a critical error when they receive updated information that conflicts with their previous analysis or established plan, but fail to update their Mission, Enemy, Terrain, Troops, Time, and Civilians (METT-TC) assessment or revise their scheme of maneuver. At the conclusion of the second conduct of the tactical thought process, leaders write a Five Paragraph Order and use it to communicate the plan to subordinates.

Issue the Order (BAMCIS)

Leaders then verbally communicate their analysis and scheme of maneuver using proper order-issuing techniques. Clear communication of a well thought out plan is required to turn a leader's decisions into an executed plan that achieves mission success.

Supervise (BAMCIS)

Leader ensure compliance with the details of the plan until the mission is accomplished. This includes the timeline the commander set forth, realistic mission rehearsals, Pre-Combat Checks (PCCs) and Pre-Combat Inspections (PCIs) of personnel prior to execution, and the complete execution of the mission. Task delegation to subordinate unit leaders is almost always required. Leaders must check that the plan is being executed as intended.

APPENDIX B**Time Critical Resource Management Assess, Balance, Communicate, and Do/Debrief (ABCD) Model**

Experience is culmination and sum of all learning events. Everyone has some experience to draw upon when responding to an event or stimulus. Leaders should marshal and coordinate the experience of all personnel involved in accomplishing a task or mission. This collective experience is valuable when using Time Critical Risk Management for quick real time hazard identification and risk assessments. We often do this personally both on duty and off-duty and we don't even realize it.

The ABCD (Assess, Balance, Communicate, and Do/Debrief) Model (Figure 1 and 2) is a process used to conduct Time Critical Risk Management. It is a simple process that can be used by individuals, teams, squads, or crews to learn new or complex behaviors and skills, or to incorporate Risk Management into planning.

DECISIONS

A. Using the ABCD Model daily helps establish a habit and trains the brain to continue thinking under less than optimal conditions, duress, or stress.

1. The model is designed to assist you when:

- a. Working in a dynamic environment.
- b. Monitoring a static or routine situation to capture errors.
- c. Making a decision with partial information.

2. In all three situations, it is necessary to develop habits that trigger the process to: Assess the situation; Balance your resources; Communicate risk and intentions; and Do and De-brief the event.

3. These situations require the continuous use of Assess, Balance, Communicate, Do and Debrief as necessary. An added benefit of the ABCD Model is the continuous improvement of skills and knowledge which occurs with self-assessment.

B. Time critical decision making requires practicing a unique set of skills. In a real-time event, personnel assess the situation, balance their resources, communicate risk and intentions to all concerned, and execute (Do) actions that complete the mission or task while mitigating risk by responding to the conditions observed. Follow-up by debriefing the results in order to gain lessons learned.

C. Time critical decision making relies on the decision maker's previous experience, training, and availability to recall resources from in-depth or deliberate RM.

D. Time critical decisions are based on pattern matching to past training and experience and the recall of resources in the ABCD Model format.

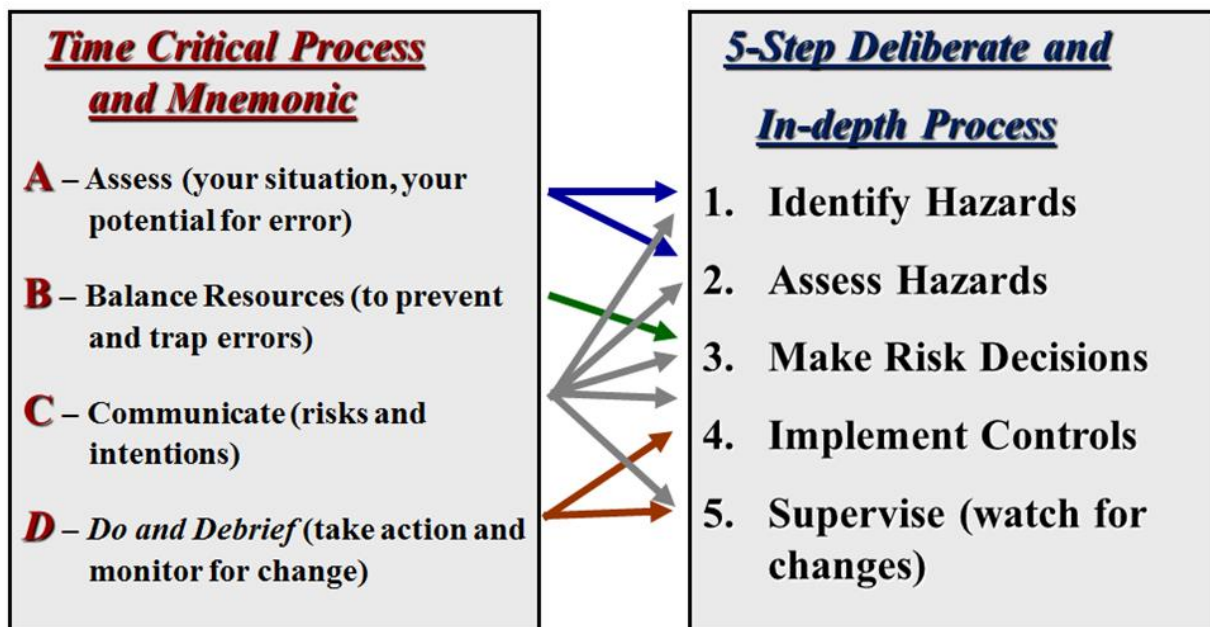
E. Standardizing the communication structure reduces conflicts and errors, and it improves the ability to manage risk and resources.

THE ABCD MODEL

The ABCD Model (Assess the situation, Balance your resources, Communicate risk and intentions, and Do and Debrief the event) provides common language and structure for a measured response when an individual, team, or crew is executing a routine task, or when they are under duress in a more complex situation. This simple mnemonic provides individuals with a means to evaluate risks and form mitigation strategies on-the-run and can easily be applied in both on and off-duty situations. These pressures in these situations can range from additive conditions, time compression, personnel factors, or task loading. Increased experience improves the consistency of the response. Using the ABCD Model improves the ability to match a previous task or mission to a new experience and allows for more uniform and consistent responses. Training to the ABCD Model will embed a set of patterns that will help personnel recognize and recall a set of actions to counter risk even when distracted.

The ABCD Model is not a replacement for the 5-step RM process or a different RM process. It is the practical application of the 5-step process in environments where time is limited and we are most susceptible to risk. Figure 1 identifies the relationship between the 5-step RM process and TCRM using the ABCD Model.

Figure 1. Time Critical Risk Management Link to the 5-Step Risk Management Process



ASSESS THE SITUATION

“A” in the mnemonic combines the first two steps of the 5-step RM process. In a real-time situation, it is essential for individuals to consider the event in which they are engaged and choose the appropriate resources or controls to meet the hazards they identify. In a real time situation, an assessment of the situation requires an accurate perception of what is happening in a relatively short time and projecting its effect. In other words, maintaining good situational awareness (SA) is key. In TCRM, where there is limited time to assess hazards, it is an individual’s ability to quickly and effectively comprehend the situation and apply appropriate, available resources that determines the difference between success and failure.

BALANCE RESOURCES

“B” in the mnemonic is tied to making risk decisions (RM step 3s) to mitigate risks. After assessing the situation, personnel must consider how to use the resources available to complete the task or mission. Thorough planning prior to an event will increase the availability of the resources needed to implement effective controls. A clear understanding of the task or mission, proper training, PPE use, and recognition of personal limitations are all essential aspects of balancing resources.

COMMUNICATE RISK AND INTENTIONS

Clear, concise, two-way communication is essential for effective mission execution. “C” reminds us to communicate clearly during the event, and it is tied to all 5 steps of the RM process. Maintaining good SA of additive conditions, task loading, and crew factors is critical to communication because an individual’s perception and communication skills deteriorate as they lose SA. As stress increases or events become more time constrained, communication tends to become limited or non-existent. Individuals who understand this relationship are better able to adjust and mitigate additional risk when they recognize a loss of SA. Although communicating intentions works best when multiple individuals are involved in the event, situations may occur where individuals must weigh decisions on their own. To insure positive and effective communications, it is critical that a continual internal assessment be conducted by asking relevant questions such as, “Who needs to know about the situation?,” “Can this be done differently?,” or “Who can provide help if needed?”

DO AND DEBRIEF

The “D” in ABCD is italicized to emphasize the two parts: Do and Debrief. This mnemonic is tied to steps four and five of the 5-step process. Do the task or mission. However, to be successful in the event, the individual must select and use the appropriate resources while adjusting actions as required to ensure mission success. It is vital that a feedback loop, the “Debrief” part of the “D”, be performed. It is beneficial for individuals complete the ABCD loop and identify what worked and what did not, and to disseminate lessons learned. Debriefs improve performance and provide the experience and the tools to help manage risks faced in future missions. Debriefs are essential to completing the ABCD loop. To ensure future activities are improved and risks are reduced, ask questions during debriefs such as, “Was our

assessment accurate?”, “Were we lucky?”, “How well did we use our resources?”, “Was communication effective?”, and “What can we do to improve events in the future?” Detailed and thorough debriefs are the mark of a professional.

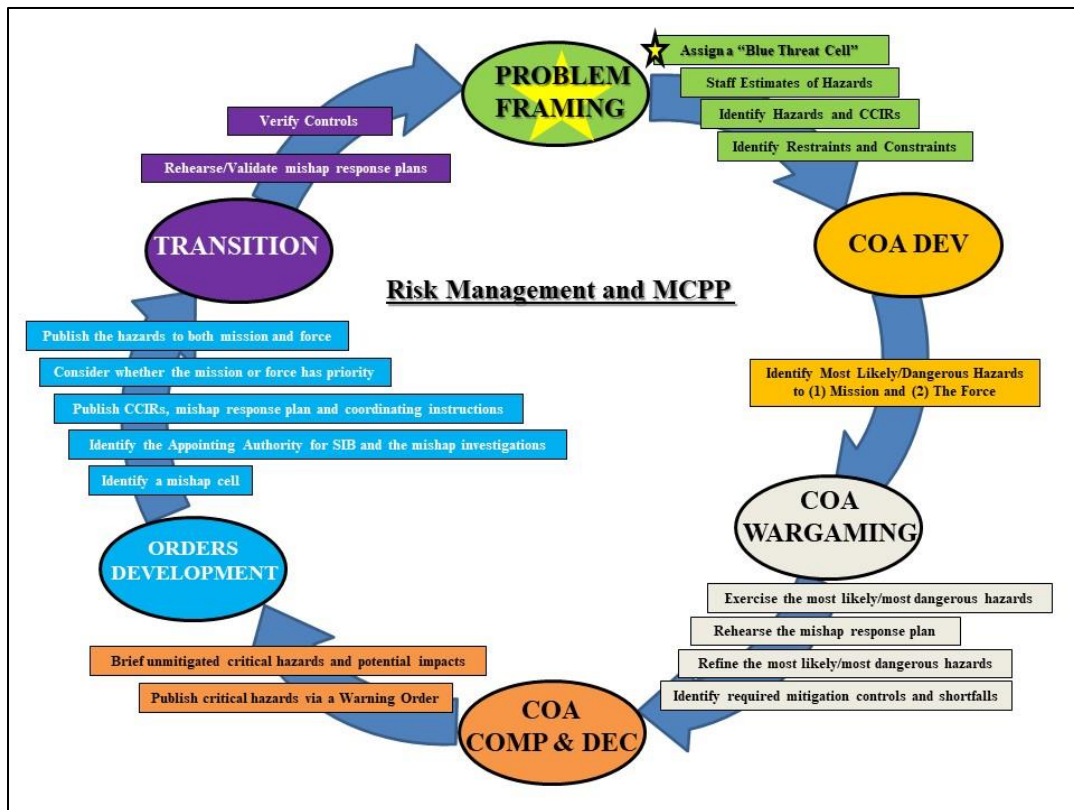
The practical use of the *ABCD* Model to assist individuals during TCRM and decision making will sustain a responsive capability to effectively meet personal challenges or mission contingencies now and in the future. Standard Operating Procedures should be the foundation of TCRM.

APPENDIX C

Marine Corps Planning Process (MCPP)

MCPP provides a means for Commanders and their staffs to understand a problem and develop an appropriate Course of Action (COA). The MCPP consists of six primary steps and RM is a continuous and central component ongoing throughout the process (See Figure 1).

Figure 1: Marine Corps Planning Process and the Blue Threat



BLUE THREAT

The hazards a force is exposed to during mission execution can be both adversary and non-adversary based. This concept is commonly referred to as the "red" vs. "blue" threat. Losses caused by the "blue" threat the readiness and effectiveness of the force. Commanders and their Staff should incorporate non-adversary based hazards (blue threats) into planning to ensure there is sufficient information for risk decision-making and control implementation with the intent of preserving the force's readiness and effectiveness.

RM PLANNING

RM planning is done within the all six steps of MCPP but is particularly important to the planning process during the first three steps: Problem Framing, Course of Action (COA) Development, and COA Wargaming.

PROBLEM FRAMING

Problem framing identifies what the command must accomplish, when and where it must be done and, most importantly, why it is being done at all—the purpose of the operation. The purpose is articulated in the mission statement (task and purpose). Within Problem Framing, “Conduct Risk Management” is integrated into the Ongoing Activities-Risk Management. Marine Corps Doctrinal Publication (MCDP) 1 (Warfighting) states, “Risk is inherent in war and is involved in every mission. Risk may be related to gain; greater potential gain requires greater risk.” RM enables the commander to make informed decisions about real or potential risks in the accomplishment of their mission. In Problem Framing, commanders and their staffs identify initial risks to the mission and to the force (personnel, material, etc.). Some specific tasks include:

- A. Within the Red Cell, assign a “Blue Threat Cell/Team” to analyze hazards and develop mitigation strategies.
- B. Produce staff estimates of hazards that pose a risk to mission or a risk to force.
- C. Identify hazards or events for Commander’s Critical Information Requirements (CCIR) consideration.
- D. Identify assumptions with associated hazards/risks.
- E. Identify and assess hazards stemming from constraints and restraints.

COA DEVELOPMENT

COA Development produces options for accomplishing the mission in accordance with the commander’s intent. This step produces options for the commander; refines the design; and promotes understanding of the environment, problem, and the approach to solving the problem. During COA Development, “Continue Risk Management Planning” is an on-going activity. As the MCPP continues, the staff uses the RM process to further identify risks, assess hazards, and provides control options to the commander for his risk decisions. Controls are paired with specific risks. Many identified risks to the mission or the force are addressed through MCPP by assigning controls (e.g. positioning of the reserve or the alert status of the Tactical Recovery of Aircraft and Personnel (TRAP) force during a particular part of the operation). Risks can be assessed using the Risk Assessment Matrix as well as other tools and methods detailed in this order. When briefing, Action Officers or Staff will list identified hazards and associated mitigations or controls. The COA Development Brief includes the Risk Management Plan in the list of topics under the “Conduct COA Brief.” Some specific tasks include:

- A. Identify most likely/most dangerous hazard to the mission.
- B. Identify most likely/most dangerous hazard to the force.
- C. Identify Risk Controls.

THE COA WARGAME

The COA wargame examines and refines the COA options in light of adversary capabilities and potential actions/reactions, as well as the characteristics peculiar to the operating environment such as weather, terrain, local culture, and the presence of non-Department of Defense (DOD) entities or stakeholders. This detailed operational environment and possible adversary reaction examination should produce a greater understanding of the environment, the problem, and possible solutions. During COA Wargaming risk management plans are addressed and continually revised. Some specific tasks include:

- A. Exercise the most likely or most dangerous hazards to both force and mission during the wargame.
- B. Rehearse the mishap response plan.
- C. Develop a Decision Support Matrix for events considered High Risk (ex: RAC of Extremely High).
- D. Refine the most likely/most dangerous hazards to force and mission.
- E. Identify required mitigation controls and shortfalls.
- F. Assess Controls.

COA DECISION, COMPARISON AND TRANSITION

In steps four and five of the MCPP, RM plans are briefed during COA Decision and Comparison and then formally captured in writing the Operations Order (OPORD). The final step, Transition, occurs after mission accomplishment as the force reconstitutes and prepares for follow on tasking.

- A. COA Comparison and Decision.
 - 1. Brief unmitigated critical hazards and potential impacts.
 - 2. Publish critical hazards via a Warning Order for subordinate element analysis.
- B. Orders Development.
 - 1. Publish the hazards to both mission and force.

2. Consider whether the mission or force has priority.
3. Publish CCIRs, mishap response plans/tasks, and coordinating instructions.
4. Identify a mishap cell (ex: Mishap Investigation team, Safety Investigation Board (SIB), evidence preservation/collection).
5. Identify the Appointing Authority for SIB and the mishap investigation controlling command.

C. Transition

1. Verify Controls.
2. Rehearse/Validate mishap response plans.

SAFETY APPENDIX

An appendix placeholder for the RM Plan is found within Annex C (Operations), if the command includes a Risk Assessment Matrix in its published OPORD. Another consideration is including the mishap response plan as an appendix or tab to the RM Plan.

A. RM Roles and Responsibilities.

1. Commander's Intent. As a function of the Commander's Orientation in the MCPP, the process should review the command philosophy paying special attention to the unit's mission, culture, and command attitudes towards risk. The Commander's Intent as it pertains to RM should consider how mishaps impact the unit's readiness as well as the effectiveness of RM efforts. Finally, the commander should provide RM focus areas for planners to consider.

2. Planners. Ultimately, planners should seek to enable units to implement RM processes that continuously identify hazards, assess risks and implement controls in order to prevent mishaps.. An effectively applied RM process preserves operational readiness, combat capability, and overall unit effectiveness.

3. Execution. The Marines assigned the task of executing the plan should clearly understand the plan, know what needs to be communicated and to whom, understand who has the authority and responsibility to make decisions as the situation changes, be empowered to report changes as they are discovered or occur, and have the guidance needed to make appropriate decisions. Considerations during execution might be: Do I have to do this? If the answer is no, then there is probably something else to do instead. If a Marine must complete the activity in question than they might ask: Can I do this better, is there a different option? If there is not a better way and there is risk of danger, injury, or something worse than a consideration might be: Who do I need to tell? If an individual identifies a hazard, then someone else will likely benefit from knowing about it. This is where the chain of command should be informed. A decision maker needs to assess the risk and potentially change the plan to mitigate the hazard and associated risk. What effect can the individual identifying the hazard have on that decision?

When we consider RM and what we want from our Marines, we have to foster and encourage them to actively report. Building an effective RM culture isn't just reading a RM worksheet, talking about risk mitigation, and enforcing policy, it's communicating that everyone is expected and encouraged to participate.

4. Importance of Transition. It is important to discuss the plan, risks, and controls with all parties ensuring they understand the entire picture. Should things go wrong, all Marines need to understand the "why" behind the chosen control so that they can make informed risk decisions as needed and choose a new control or properly escalate the risk. Example considerations might be: "What authority do you have to make risk decisions?", "Do you know what specific decisions must be elevated up and to whom?", and "Is there unit guidance that gives Commander's Intent for situations not specifically covered?", "Do the Marines below you have the same understanding as it applies to their sphere of influence?"

The Marine Corps functions as a team. To ensure that you continue to build your unit and positively shape the climate away from individuality towards the team; all parties must understand the plan, their role, and be an active participant in the debrief/feed-back loop. Remember the four principles:

- (1) Accept risk when the benefit is greater than the cost.
- (2) Accept no unnecessary risk.
- (3) Anticipate and manage risk by planning.
- (4) Make risk decisions at the appropriate level.

5. Discussion. Articulating the need to consider both adversary (red) & non-adversary (blue) based hazards can be incorporated into the MCPP without making it unwieldy and unusable. With all of this in mind it becomes much clearer that Marines shouldn't look at risk management as the protection of fingers and toes, but as a critical and continuous process that when properly applied creates significant advantages and sets the condition for mission success.

VOLUME 3

MARINE CORPS TRAFFIC SAFETY PROGRAM

SUMMARY OF VOLUME 3 CHANGES

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CANCELLATION: The publication of this Volume cancels MCO 5100.19F, MARINE CORPS TRAFFIC SAFETY PROGRAM (DRIVESAFE)

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REFERENCES

- (a) DoD Instruction 6055.4, DoD Traffic Safety Program, W/CH4, August 31, 2018
- (b) Manual on Uniform Traffic Control Devices (MUTCD), Dec, 2009
- (c) OPNAVINST 5102.1D/MCO P5102.1B
- (d) SECNAV M-5210.1, Chg. 1
- (e) SECNAVINST 5211..5F
- (f) 5 U.S.C. 552a
- (g) DoD 4500.36, Acquisition, Management and Use of DoD Non-Tactical Vehicles, September 19, 2017
- (h) Parts 571 and 571.500 of title 49, Code of Federal Regulations
- (i) DoD Instruction 5000.02, Operation of Defense Acquisition System, December 8, 2000
- (j) Military Standard MIL-STD-1180B, Change 1, Safety Standards for Ground Vehicles, August 7, 1991
- (k) Federal Motor Vehicle Safety Standards (FMVSS)
- (l) Standard licensing policy for Operators of Military Motor Vehicles, MCO 11240.66D
- (m) Joint Forces Travel Regulation
- (n) SECNAV M-5214.1
- (o) Federal Motor Vehicle Safety Standard No. 218 (DOT)
- (p) United Nations Economic Commission for Europe (UNECE) Standard 22.05
- (q) British Standard 6658, or Snell Standard M2005
- (r) American National Standards Institute (ANSI) Standard Z87.1
- (s) UNECE 22.05 or BS6658
- (t) ANSI/ISEA 107 standards
- (u) National Highway Traffic Safety Administration (NHTSA)'s bicycle safety initiatives
- (v) MARFORRES Force Order 5100.29

VOLUME 3: CHAPTER 1

MOTOR VEHICLE AND ROADWAY SAFETY

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

CHAPTER 1

MOTOR VEHICLE AND ROADWAY SAFETY STANDARDS

0101 DISCUSSION

This Chapter reviews minimum standards for government and non-government motor vehicles, and installation roadways.

0102 GOVERNMENT-OWNED VEHICLES (GOV)

A. Commercial GOVs for use in the United States, US territories, and US possessions will meet all applicable requirements per references (g) and (h), and the Commercial Motor Vehicle Safety Act of 1986 for the year of manufacture.

B. Per reference (a), Commercial GOVs of foreign manufacture purchased, leased, or rented outside of the United States, and US territories and possessions will meet all applicable safety requirements of the country in which they are used.

C. Except for school buses, procured and leased commercial vehicles will be equipped with air bags, anti-lock braking systems, and electronic stability control, where available.

D. If available, safety monitoring devices shall be ordered on government-owned or leased commercial vehicles. These monitoring devices support safe vehicle operations and influence driving behavior.

E. Tactical vehicles and equipment manufactured for DoD Components in accordance with contractual specifications are exempt from the provisions of reference (j). Tactical vehicles and equipment will have safety belts, shoulder harnesses, and occupant rollover protection, except where the risk acceptance authority accepts risk as allowed by reference (i). Tactical vehicles and equipment will comply with reference (j) unless compliance negates essential military capability.

F. Ensure Low-Speed Vehicles (LSVs) used on installation or public roadways meet the design requirements listed in reference (k).

0103 VEHICLE INSPECTIONS

010301. SAFETY INSPECTIONS

All Marine Corps-maintained vehicles, including non-appropriated fund vehicles and GOVs, must pass annual safety inspections that conform to state or host nation requirements.

010302. EMISSION INSPECTIONS

GOV inspections will ensure exhaust emissions are in accordance with federal, state, and local regulations.

0104 INSTALLATION ROADWAYS

010401. TRAFFIC CODES AND LAW

All Marine Corps installation traffic codes will include the state or host nation codes in which the installation is located to the maximum extent practical.

010402. SPEED CONTROL

Maximum and minimum speed limits will be determined by traffic engineering requirements and safe operating requirements, and may be increased or decreased based on traffic analysis and speed surveys.

010403. RADAR AND LASER DETECTION DEVICES

Radar and laser detection devices are prohibited on Marine Corps installations.

VOLUME 3: CHAPTER 2

MOTOR VEHICLE SAFETY PROGRAM

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 2

MOTOR VEHICLE SAFETY PROGRAM

0201 DISCUSSION

This chapter provides safe motor vehicle operations policy and guidance.

0202 MOTOR VEHICLE OPERATOR LICENSE

A. GOV and Privately Owned Vehicle (POV) operators will be properly licensed for the vehicle being operated.

B. Operators of vehicles over 15,000 lbs. Gross Vehicle Weight Ratio (GVWR) shall possess a valid U.S. Government Motor Vehicle Operator's Identification Card (OF-346) for the vehicle to be operated and a valid state or host nation driver's license.

C. Civilian U.S. Government Motor Vehicle Operator's Identification Card (OF-346) applicants must possess a valid state, U.S. territory, or host nation driver's license for the class and weight of vehicle they will be operating per reference (1).

0203 MEDICAL CERTIFICATES FOR DRIVERS

A valid Department of the Navy Medical Examiner's certificate (OPNAV 8020/6) signed by a competent authority is mandatory for all Marine Corps military and civilian personnel who, by military occupational specialty or position description, are required to operate motor vehicles in the performance of their job. Examples include motor transport personnel, facility maintenance personnel, security/military police personnel, and mail service personnel.

0204 DUTY-RELATED OPERATOR DRIVING TIME

To reduce fatigue-related mishaps, commanders will establish specific duty hour limits for GOV operators. These limits will consider the degree of risk involved in various motor vehicle operations such as weapons convoys, reserve drill, annual training, flight line operations, and public highway operation. Duty hour limits will include the following:

A. Drivers shall be provided the opportunity for at least eight (8) consecutive hours of rest (off-duty) during any 24-hour period. Commanders shall ensure that the required off-duty rest period will be free of work-related requirements and spent at rest or asleep.

B. An operator will not drive more than ten (10) consecutive hours in a 24-hour duty period. Commanders shall establish written rest-recovery guidance. At a minimum, the guidance will include the following:

1. Conduct a deliberate risk assessment when operations require performing the maximum allowed 10 hours of driving. Fatigued personnel are not allowed to operate motor

vehicles. Such an assessment will consider time on duty, the individual's physical condition, driving conditions, and length of travel.

2. Specific procedures will be established for mission essential billets such as recruiting, security patrols, and snow removal that may require driving time in excess of 10 hours.

3. Incorporate fatigue control measures such as alternate means of transportation or designating rest stops to ensure personnel are sufficiently rested.

0205 DIRECTED TRAVEL

A. Per reference (m), authorized TDY travel by POV/GOV is limited to 400 miles per travel day.

B. Allow a 15-minute rest break for every two hours of driving.

C. Allow a 30 min meal break for every 10-hour driving period.

0206 OFF-DUTY DRIVING LIMITS

Commanders will establish maximum driving times, hours of permitted operation, and mileage limits for Marines on orders, leave, and/or special liberty.

0207 DRIVING DISTRACTIONS

Distractions are any actions that interfere with the safe operation of the motor vehicle. Traffic safety education will address the hazards of driving while distracted.

A. Marine Corps military and civilian personnel shall not use electronic and handheld equipment, such as a cell phone, be it issued by the Government or personal, for any reason other than navigation while driving a GOV or POV while on official Government business. If using an electronic device for navigation it must be mounted or positioned in a way that allows both hands to be on the steering wheel, and line of sight to remain out the front of the vehicle.

B. Marine Corps military and civilian personnel shall only use electronic devices in a hands-free mode while operating a vehicle on DoD or Coast Guard installations.

C. Operators of tactical, emergency, or law enforcement vehicles, while performing mission critical duties, may use in-car mobile data terminals and other in-car electronic devices not personal in nature, as required to support mission execution.

D. Marine Corps military and civilian personnel, while driving a vehicle on official government business, are prohibited from wearing listening devices other than hearing aids, single ear-piece hands-free phone devices, and motorcycle helmet-integrated intercom devices where allowed by law.

E. Vehicles will be safely parked prior to conducting activities that detract from driving. If you have to text, pull over. If you have to dial a phone number, pull over. If you have to manually answer an incoming call, or hold the phone in your hand even while it is in speaker mode, pull over.

0208 OCCUPANT PROTECTION

All motor vehicle occupants will wear lap and shoulder belts. Occupants are required to wear seat belts if they have been installed in the vehicle. The senior ranking occupant and the driver are equally responsible for all occupants being properly restrained prior to placing the vehicle in motion.

020801. TACTICAL VEHICLES

Tactical vehicles used for transporting personnel will have fixed seating for each person. While operating tactical motor transport vehicles on paved roads outside of a training area, the wearing of Kevlar helmet and Armored Protection Level (APL) is not required when the occupant is seated in the crew compartment and securely fastened with a functional safety restraint/seatbelt.

A. Upon leaving paved roads and in all training areas, all vehicle occupants will wear, at a minimum Kevlar helmet and APL level 1 vest.

B. All passengers in a cargo compartment shall wear Kevlar helmet and APL level 1 at all times.

C. O-5 commanders may determine type and level of PPE used while driving or riding in tactical trucks and support vehicles on paved surfaces during administrative movements.

020802. CHILD SAFETY

All children will use a child safety seat approved by the Department of Transportation, host nation, or state laws while riding in a motor vehicle on any Marine Corps Installation.

020803. EXCEPTIONS

This section does not apply to vehicles not designed for seat belts such as buses, certain off-road motor vehicles, combat/tactical vehicles or vehicles with a manufactured year of 1966 or earlier. This section will not require seat belt installation into these vehicles unless mandated by applicable host nation, state, or territory laws.

0209 TRANSPORTING PUPILS (K-12)

020901. OPERATING DEPARTMENT OF DEFENSE (DOD) SCHOOL BUSES IN THE UNITED STATES

Mark, equip, operate, and maintain government-owned or contractor-owned school buses consistent with HSPG NUMBER 17 and applicable Federal Motor Vehicle Safety Standards, reference (k), in addition to any contractual requirements, to reduce the risk of injury or death of children while they are being transported on DoD school buses.

020902. OPERATING DEPARTMENT OF DEFENSE (DOD) SCHOOL BUSES OUTSIDE THE UNITED STATES

Mark, equip, operate, and maintain government-owned or contractor-owned school buses consistent with applicable local, combatant command, or host-nation requirements in addition to any contractual requirements, subject to any applicable international agreements, and in accordance with local force protection and threat conditions.

0210 DRIVER EDUCATION TRAINING

Driver education is intended to improve operator skills and habits in order to reduce motor vehicle mishaps.

021001. DRIVERS UNDER 26 YEARS OF AGE

All military personnel under the age of 26 will complete a traffic safety course. For all Marines under the age of 26 the first gaining unit will ensure the Marine receives at least four hours of driver's awareness training within 60 days of reporting to the command. Training will include at least 30 minutes of local traffic familiarization. This one-time training will be documented by S-3/Training via Marine Corps Training Information Management System (MCTIMS). Reservists under the age of 26, on active duty for 60 days or more, will receive the same training. This one-time training will be documented by S-3/Training via MCTIMS. Approved traffic safety training courses can be found on the CMC Safety Division's website: www.safety.marines.mil.

021002. REMEDIAL DRIVER TRAINING COURSE

Anyone convicted of a moving traffic violation or who is found at-fault in a motor vehicle mishap while operating any GOV will attend a remedial driver training course. The remedial course will provide 6 to 8 hours of classroom instruction. The course will be independent of other driving programs. Commands can refer individuals that exhibit high-risk behaviors to this course.

A. Remedial driver training students will not be mixed with other driver education classes.

B. Installations may use court-approved local community driver improvement programs to fulfill this requirement.

021003. VERIFICATION OF COURSE COMPLETION

Each Marine is responsible for ensuring S-3/Training enters the appropriate course completion codes into MCTIMS and MCTFS.

0211 GOV OPERATOR TRAINING

Operators of government-owned/leased vehicles will be trained per references (a) and (l).

021101. TRAINING REQUIREMENTS

Written requirements and procedures will specify vehicle type, content of initial training required, certification procedures, driving restrictions, and frequency of refresher training. Special attention will be paid to non-tactical vehicles over 15,000 lbs. GVWR.

021102. TRAINING RECORD KEEPING

S-3/Training will document all completed GOV training on the driver's U.S. Government Motor Vehicle Operator's Identification Card (OF-346) and in the driver's personnel training record or driver's history file. Written results of all knowledge tests and performance skills tests will be maintained in the driver's history file in accordance with record schedule 1000-27 of reference (d).

0212 REVOCATION OF GOVERNMENT VEHICLE DRIVING PRIVILEGES

Marine Corps personnel will not operate government motor vehicles when the driver:

A. Is under a period of suspension or revocation of driving privileges by any state or host nation.

B. Has had base driving privileges suspended or revoked.

C. Has failed a urinalysis, has received a driving under the influence suspension, or any other indication of chemical and/or substance abuse.

D. As directed by the unit or installation commander.

0213 GOVERNMENT VEHICLE OTHER (GVO)

A. The majority of GVOs are off-highway motorized vehicles such as specialty/special purpose, material handling, construction, or tactical vehicles. Commanders will limit the use of GVOs to off-road areas and tactical operations as much as possible.

B. The use of GVOs on public roads is considered incidental to their travel between off-road areas. Users will ensure their movement on and off Marine Corps installations complies with applicable traffic laws and codes.

C. The installation commander may authorize the routine use of GVOs on public roads and industrial or pedestrian environments based on mission requirements and following a detailed risk assessment.

0214 LOW SPEED VEHICLES (LSV)

A. All LSVs, including personal, Government-owned, unit-owned, non-appropriated fund vehicles, and government-owned contractor-operated vehicles must be manufactured in accordance with reference (k) or Host Nation requirements.

B. The installation commander may authorize the use of LSVs in traffic, industrial, or pedestrian environments based on a risk assessment. Use of LSVs on public roads is contingent on manufacturer-recommendation and registration/plating for road use.

C. Routine use of LSVs will be restricted to low-risk roadways on Marine Corps installations with max speed limits of 25 miles per hour.

D. LSV operators will use manufacturer-recommended PPE.

0215 PERSONALLY-OWNED RECREATIONAL OFF-HIGHWAY VEHICLES (ROHV)

A. ROHVs cover a broad spectrum of motorized vehicles including agricultural, recreational, personal conveyance devices, industrial, aviation support, and commercial and non-commercial vehicles. Users of ROHVs on Marine Corps installations will comply with applicable traffic laws and codes.

B. The installation commander may authorize the use of ROHVs in designated areas based on a risk assessment. Use of ROHVs on public roads is contingent on installation authorization, being in accordance with manufacturer-recommendations and registration/plating for road use.

C. ROHV operators will use manufacturer-recommended PPE.

0216 PERSONALLY-OWNED AUTONOMOUS VEHICLES

021601. DEFINITION

An autonomous vehicle is any vehicle that has the capability to execute steering, acceleration, deceleration, and monitor the driving environment either with or without the aid of the human driver.

021602. USE

The use of autonomous vehicles on Marine Corps installations is authorized when the driver is assisted in either steering or acceleration/deceleration or both.

021603. USE OF FEATURES

The use of autonomous features where the vehicle's system controls all aspects of the dynamic driving task, known as high or full automation, is not authorized.

VOLUME 3: CHAPTER 3

MOTORCYCLE AND ALL-TERRAIN VEHICLE SAFETY

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 3

MOTORCYCLE AND ALL-TERRAIN VEHICLE SAFETY

0301 DISCUSSION

This chapter outlines motorcycle and all-terrain vehicle safety policy.

0302 STATE/HOST NATION LICENSE, REGISTRATION AND INSURANCE COMPLIANCE

All operators of street-legal motorcycles, three-wheeled motorcycles, and auto-cycles, will comply with state licensing, registration, and insurance requirements. For tactical motorcycle operators, a valid U.S. Government Motor Vehicle Operator's Identification Card (OF 346) with a motorcycle endorsement and a valid state driver's license is required.

0303 OPERATIONALIZING THE MOTORCYCLE SAFETY PROGRAM

030301. COMMANDING OFFICERS RESPONSIBILITIES

- A. Establish a Motorcycle Mentorship Program (MMP).
- B. Identify all active and inactive riders during check-in.
- C. Ensure riders understand their responsibilities and comply with the requirements established in this order.
- D. Verify that each rider holds a valid driver's license with motorcycle endorsement.
- E. Ensure S-3/Training schedules and reports rider training in MCTIMS/MCTFS.
- F. Ensure riders attend scheduled training.
- G. Commanders will promote riders' participation in Marine Corps' sponsored and approved motorcycle safety events.

030302. MOTORCYCLE OPERATOR RESPONSIBILITIES

- A. Report to S-3/Training and the MMP President to register riding status, schedule training, and record training completion.
- B. Report immediate change in rider status (active/inactive) to unit leadership and the MMP President.
- C. Read and comply with motorcycle safety training and PPE requirements outlined in this Order.

D. Comply with base, state or host nation licensing and registration laws.

030303. S-3/TRAINING RESPONSIBILITIES

A. Enter completed training requirements into MCTIMS/MCTFS.

B. Assist Marines in registering for required motorcycle safety courses.

C. Ensure Marines receive orders to the required motorcycle safety courses.

0304 MOTORCYCLE SAFETY TRAINING

Motorcycle safety training provides military personnel with beginner and advanced riding skills.

030401. LEVEL 1 TRAINING

Initial training teaches the basic principles and skills of riding. All military personnel who plan to purchase or operate a motorcycle, regardless of intent to ride on a DoD installation, are required to successfully complete an initial motorcycle rider safety course.

A. Commanders will ensure riders requesting motorcycle safety training are scheduled for the earliest available class.

B. Military personnel are not required to attend Level 1 training if the member possesses a valid state or host nation motorcycle endorsement. The Level 2 training requirement begins when the member is initially identified as a licensed rider.

C. New, unlicensed riders must be properly licensed prior to riding a motorcycle, on or off base. This requirement should be satisfied by taking a Level 1 course and then obtaining a license with motorcycle endorsement, but the requirement can be satisfied by successfully passing the drivers skills test required to obtain a license with motorcycle endorsement.

D. Commanders may authorize operators who possess a valid motorcycle learner's permit to ride on and off base subject to the restrictions of the learner's permit.

E. New, unlicensed riders are encouraged to take an initial safety course, and must obtain a valid license with motorcycle endorsement before proceeding to higher level training.

F. Commanders will accept an instructor signed completion card from any military or state motorcycle training course.

G. Level 1 training provided at Marine Corps/DoD installations will be at no cost to the member.

030402. LEVEL 2 TRAINING

Intermediate or mid-level rider training provides sustainment training for licensed riders.

A. All military motorcycle riders will complete Level 2 motorcycle training within 180 days of completing Level 1 training or being identified as a licensed rider.

B. Level 2 training provided at Marine Corps/DoD installations will be at no cost to the member.

030403. LEVEL 3 TRAINING

Advanced rider training provides skills practice at realistic speeds with street cornering scenarios in a controlled environment.

A. Level 3 training is highly recommended for all military motorcycle riders who have completed Level 2 training.

B. Level 3 training provided at Marine Corps/DoD installations will be at no cost to the member.

030404. REFRESHER TRAINING

All military riders will take refresher training at least every five years from their last date of training. Military riders are strongly encouraged to take refresher training annually. Refresher training provided by the Marine Corps is at no cost to the participant.

A. Refresher training can be any Level 2 or 3 training that includes classroom and on-motorcycle skills-based instruction offered at Marine Corps/DoD installations. Online training does not meet this requirement.

B. Military riders may obtain Level 2 or 3 training from civilian providers at the member's own expense. Riders completing civilian Level 3 training must present a course completion card or certificate to S-3/Training for entry into MCTIMS/MCTFS.

C. Military motorcycle safety training coaches and instructors will be exempt from refresher training as long as they maintain their certification.

030405. THREE-WHEELED MOTORCYCLE TRAINING

Operators of three-wheeled motorcycles to include trikes, motorcycles with attached sidecars, and auto-cycles such as Slingshots will be exempt from motorcycle safety training requirements. Military riders of three-wheeled motorcycles are encouraged to take training where available. State regulations vary in definition. Refer to your state licensing authority for further guidance.

030406. SPACE AVAILABLE TRAINING

DoD civilian personnel, military retirees, and military dependents may attend motorcycle safety training on a space-available basis at no cost to the member.

030407. ALTERNATE TRAINING COURSES

Marine Corps installations are authorized and encouraged to provide advanced training opportunities beyond what is currently provided. Training providers shall issue course completions cards/certificates to attendees. Attendees will receive refresher training credit for completed training.

0305 REQUIRED MOTORCYCLE PERSONAL PROTECTIVE EQUIPMENT (PPE)

The following minimum PPE is mandatory for all operators and passengers on a motorcycle, to include three-wheeled motorcycles and auto-cycles, when on a Marine Corps installation. Military personnel will wear at least the minimum PPE as directed in this Order while operating a motorcycle off installation and regardless of less restrictive state laws. Riders participating in training will wear at least the minimum PPE and full-fingered gloves designed for motorcycle riding. Fingerless gloves are not authorized to be worn while participating in training.

030501. HEAD PROTECTION

A helmet, certified to meet or exceed standards outlined in references (o-q), Federal Motor Vehicle Safety Standard No. 218 (DOT), United Nations Economic Commission for Europe (UNECE) Standard 22.05, British Standard 6658, or Snell Standard M2005 or higher, shall be worn and properly fastened under the chin.

030502. EYE PROTECTION

Goggles, glasses, or a full-face shield designed to meet or exceed standards outlined in references (r-s), American National Standards Institute (ANSI) Standard Z87.1, UNECE 22.05, or BS6658 in effect when manufactured, will be properly worn. A windshield does not constitute proper eye protection.

030503. PROTECTIVE CLOTHING

Wearing of a garment or jacket that fully covers the arms, long trousers, and full-fingered or fingerless gloves or mittens designed for motorcycle riding is required. Gloves or mittens will be made from leather or other abrasion-resistant material. Wearing a motorcycle jacket and pants constructed of abrasion-resistant materials and containing impact absorbing padding is strongly encouraged. Riders are encouraged to select PPE that incorporates fluorescent colors and reflective material.

030504. FOOT PROTECTION

Riders will wear sturdy, above the ankle shoes or boots that provide support and traction when stopping or starting. Any shoe or boot that has an open toe, open foot/heel design, an extensive heel over 2 inches, or a total canvas or rubber material construction is unacceptable. Most importantly, the footwear should protect the rider in the event of a crash. Dress for the crash.

0306 LANE SPLITTING

Lane splitting is not authorized on Marine Corps installations. Marine motorcycle riders are highly discouraged from lane splitting while operating their motorcycles off base. Although lane splitting is legal in some states, Marines should NOT lane split as it puts riders at significantly increased risk for a crash and associated injury or death due to car drivers changing lanes unexpectedly and without signaling.

0307 INSTALLATION ACCESS

This Order provides rider training and PPE requirements for installation access in paragraphs 0304 and 0305, respectively.

0308 MOTORCYCLE MENTORSHIP PROGRAM (MMP)

All battalion, squadron, and higher commands will establish an MMP. The MMP will identify and mentor inexperienced riders, foster respectful riding practices, and ensure continuing education opportunities are available for all command motorcycle riders throughout their riding career.

030801. KEY POSITIONS

Each MMP will have a president and mentor, appointed in writing by the unit's commanding officer. The president should be appointed based on leadership characteristics, maturity, and desire to promote motorcycle safety. The mentors should represent different motorcycle groups to foster camaraderie within the MMP. The MMP and command requirements will be inspected as part of the Inspector General's Inspection Program and CMC (SD) Command Safety Assessments.

030802. DOCUMENTATION

Each unit MMP president will develop an SOP that describes goals, objectives, and rules for their MMP. Examples are available on the SD website: www.safety.marines.mil.

030803. MEMBERSHIP

Membership in the command's MMP is mandatory for all motorcycle riders in the command.

030804. ROSTER

Each MMP President will maintain a current roster of all active motorcycle riders active within the command. The MMP will ensure the unit safety officer is advised of any changes to the roster.

030805. MEETINGS

MMP meetings will be conducted monthly during normal working hours at a command-provided meeting place. Attendance is mandatory for active riders as operational duties permit. Attendance rosters and minutes for each meeting will be forwarded to the unit executive officer and unit safety officer.

A. Commanders will attend MMP meetings at least once per quarter.

B. Each MMP will maintain a minimum of two riders that have advanced motorcycle operator training.

C. Units with minimal ridership or no available experienced riders to mentor may participate in another unit's MMP, with both commanders' concurrence and approval.

030806. MMP RESOURCES

MMP resource materials are available at www.safety.marines.mil.

0309 OFF-ROAD MOTORCYCLE AND ALL-TERRAIN VEHICLE (ATV)/UTILITY VEHICLE (UTV) SAFETY PROGRAM

030901. PERSONALLY-OWNED OFF-ROAD MOTORCYCLE AND ATV/UTV TRAINING

A. Individuals who operate personally-owned, off-road motorcycles, ATVs/UTVs on or off installation are required to meet state, local, or installation requirements for training, registration, and licensing.

B. Installation ATV/UTV training, where available, will be at no cost to the member.

030902. GOVERNMENT-OWNED ATV/UTV TRAINING

Government ATV/UTV operators will complete an approved ATV/UTV training course. The training can be tailored to satisfy specific mission objectives. A certificate of completion and an endorsement on a U.S. Government Motor Vehicle Operator's Identification Card (OF-346) will be issued to each individual upon successful completion of the course.

030903. PERSONAL ATV, UTV, AND OFF-ROAD MOTORCYCLE PERSONAL PROTECTIVE EQUIPMENT (PPE)

A. ATV and Off-Road Motorcycle operators and passengers will wear protective gear for off-road operation and include the required PPE outlined in 0305 above with the addition of knee/shin guards, off-road boots, and padded full-fingered gloves.

B. UTV drivers and passengers will meet all manufacturer recommended PPE requirements.

030904. GOVERNMENT ATV, UTV, AND OFF-ROAD MOTORCYCLE PERSONAL PROTECTIVE EQUIPMENT (PPE)

Riders' PPE will meet Technical/User manual and mission requirements.

VOLUME 3: CHAPTER 4

EMERGENCY VEHICLE OPERATIONS

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 4

EMERGENCY VEHICLE OPERATIONS

0401 DISCUSSION

This chapter contains emergency vehicle operations and training policy.

0402 EMERGENCY VEHICLE OPERATION

Operators of emergency vehicles will complete an Emergency Vehicle Operator Course. Emergency vehicle operators will, at all times, operate their vehicles with due regard for the safety of others and at a speed that is reasonable for existing weather, visibility, traffic, and roadway conditions.

0403 EMERGENCY VEHICLE OPERATOR COURSE (EVOC)

040301. EVOC INITIAL TRAINING

Before being assigned as a Marine Corps emergency vehicle driver, all drivers will meet the selection and training requirements specified in reference (g) in addition to the following:

- A. Emergency vehicle operation is a job-related requirement. Units are responsible for obtaining initial and refresher training. Training cost is a unit responsibility.
- B. All training will occur during duty hours.
- C. All emergency vehicle operators will complete refresher training every four years.
- D. EVOC training obtained from local government fire and police academies, state police academies, any DoD fire academy, and the Federal Law Enforcement Training Center must be approved by CMC (SD).
- E. Commanders may consider certifying unit EVOC instructors.
- F. A U.S. Government Motor Vehicle Operator's Identification Card (OF-346) will be issued to operators who successfully complete EVOC training. An EVOC endorsement on a license should not be confused with vehicle-specific training. All training and test results will be documented in the operator's driver history file.

040302. EVOC REMEDIAL TRAINING

- A. Any emergency vehicle operator who is found at-fault in a motor vehicle mishap shall complete remedial EVOC training. Remedial training will be completed within 30 days of the mishap date. The unit is responsible for the cost of remedial training.

B. Supervisors may also direct personnel who demonstrate deficiencies in their driving habits or attitudes to complete remedial EVOC training.

C. Remedial training is not a punitive action. It is used to reinforce positive skills, knowledge, and behavior.

VOLUME 3: CHAPTER 5

PEDESTRIAN AND BICYCLE SAFETY

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CHAPTER 5

PEDESTRIAN AND BICYCLE SAFETY

0501 DISCUSSION

This chapter contains pedestrian and bicycle safety policy.

0502 PEDESTRIAN SAFETY

Pedestrian safety will be emphasized throughout the Marine Corps as part of the overall traffic safety program. The program emphasizes the importance of separating pedestrians and bicyclists from motor vehicle traffic to the maximum extent possible, and provides guidance and direction for adequate sidewalks, pedestrian crossings, handicapped access ramps, and bicycle lanes/trails per reference (e).

050201. PROTECTION OF YOUNG PEDESTRIANS

Strong emphasis will be placed on protecting children walking to and from school, getting on and off school buses, and playing in military housing areas.

050202. REQUIRED PERSONAL PROTECTIVE EQUIPMENT (PPE)

Appropriate fluorescent or reflective apparel that meets performance class 2 or 3 of ANSI/ISEA 107 standards, reference (t), will be utilized by Marine Corps personnel who are exposed to vehicle traffic in their assigned duties and when within six feet of any traveled portion of a roadway, highway, parking lot, or vehicle assembly points. Examples of affected personnel include: traffic control personnel, roadway maintenance and construction crews, and gate guards.

050203. REQUIREMENTS FOR RUNNERS AND WALKERS

Installation commanders will designate and publish approved roadways and appropriate time periods for runners, to include running in formations, and walkers based on an evaluation of local roadways and traffic patterns. Personnel are encouraged to wear brightly colored clothing during daylight hours. Personnel will wear reflective clothing (including reflective vests or belts) or an actively lit vest or belt during periods of darkness or reduced visibility. Personnel will run or walk facing traffic, and will obey all traffic rules and regulations.

050204. MOTORIZED PERSONAL TRANSPORTATION VEHICLES

Powered scooters, skateboards, pocket bikes, and other similar equipment not meeting host nation standards/laws and DOT motor vehicle standards for public roadways will only be used on installation roadways designated by the installation commanding officer. Local written policy shall ensure the mandatory use of approved bicycle helmets and other PPE approved by the American National Standards Institute or Snell by all personnel operating these vehicles on Marine Corps installations.

0503 BICYCLE SAFETY

Bicycle safety policy will be set at the installation level and complied with by all tenant activities as a part of the Marine Corps Traffic Safety Program. The bicycle safety policy will comply with National Highway Traffic Safety Administration (NHTSA) bicycle safety initiatives, reference (u): <https://www.nhtsa.gov/road-safety/bicycle-safety>. NHTSA's focus is on encouraging safer choices by bicyclists and drivers to help reduce deaths and injuries on our roads.

A. Bicyclists will use a bicycle helmet approved by the U.S. Consumer Product Safety Commission (CPSC), American National Safety Institute (ANSI), Snell Memorial Foundation, or host nation equivalent.

B. Every bicycle, when in use between sunset and sunrise, will be equipped with a headlight on the front emitting a white light visible in clear weather from a distance of at least 500 feet to the front, and a rear emitting red light visible from a distance of at least 600 feet to the rear.

C. Bicyclists will wear a reflective belt or vest during low visibility environmental conditions and between the period from one hour prior to sunset until one hour after sunrise.

D. Bicyclists will ride with the flow of traffic as close to the shoulder as safely possible and will obey all traffic laws, rules, and regulations to include stop signs, traffic signals, and speed limits.

0504 REQUIREMENTS FOR SKATERS

Installation commanders will establish specific skating areas and PPE requirements for roller blading and skateboarding. Helmets are required for all skaters; elbow pads, kneepads, and wrist guards are strongly recommended.

0505 LISTENING DEVICES

Wearing headphones, earbuds/phones, or other listening devices while walking, running, skating, skateboarding, or bicycling, within three (3) feet of roadways is prohibited per reference (a). This does not apply to hearing aids nor does it negate the requirements for PPE where work conditions dictate hearing protection.

VOLUME 3: CHAPTER 6

COUNCILS AND WORKING GROUPS

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 6

COUNCILS AND WORKING GROUPS

0601 DISCUSSION

This chapter contains safe driving council and working group policy.

0602 COUNCILS AND WORKING GROUPS

060201. SAFE DRIVING COUNCIL

Marine Corps O-5 and higher commands will have a quarterly Safe Driving Council.

A. Safe Driving Council membership should include the Executive Officer or Chief of Staff who will serve as Chairman, Sergeant Major, Safety Officer, Engineering (if applicable), Facilities (if applicable), and Security (if applicable). Additional members will be included, as required, to supplement the work of the council in mishap investigations, traffic engineering studies, and educational and informational services.

B. Each meeting will review traffic safety training needs, all mishaps from the previous quarter, and goals for the next quarter.

C. The Safe Driving Council will:

1. Advise the Commander on the effectiveness of the Traffic Safety Program.
2. Evaluate and recommend specific command traffic safety policies.
3. Identify trends and prevent future traffic mishaps through mishap investigations, traffic safety surveys, reporting, and analysis.

D. The Safe Driving Council may be consolidated with the Force Preservation Council, Safety Council, or other scheduled staff meetings at the discretion of the Commander. Consolidated councils will ensure minutes of the meeting reflect a specific Safe Driving Council schedule and agenda.

E. The Safe Driving Council will meet at least quarterly or more frequently if circumstances warrant. The safety office shall retain the minutes and attendance rosters in accordance with record schedule 1000-34 of reference (d). A copy of the minutes will be provided to all council members and the commander.

F. The installation safety officer or manager will liaise with national, state, and local traffic safety agencies, civil authorities and neighboring military commands on behalf of the Safe Driving Council.

060202. SAFE DRIVING WORKING GROUP (SDWG)

Commands may consider establishing a SDWG to review, plan, and carry out special projects as directed by the Safe Driving Council Chairman.

VOLUME 3: CHAPTER 7

TRAFFIC SAFETY PROGRAM RESPONSIBILITIES

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CHAPTER 7

TRAFFIC SAFETY PROGRAM RESPONSIBILITIES

0701 DIRECTOR,CMC SAFETY DIVISION (SD)

A. Maintain and regularly revise this Marine Corps Traffic Safety Program policy and ensure it is effectively implemented across the Marine Corps.

B. Promote traffic safety via seminars, conferences, in person and online training, and safety fairs.

C. Coordinate and evaluate traffic safety programs, policies, and equipment with the Department of Defense (DoD), other services, and governmental and non-governmental agencies.

D. Develop and distribute traffic safety training and awareness products.

E. Engage with industry, academia, and government and non-government agencies in order to maintain awareness of new and emerging programs and technologies.

F. Maintain and publish a list of Safety Division approved motorcycle safety and traffic safety training courses.

G. Review each unit's traffic safety program as part of the Command Safety Assessment (CSA) program.

H. Incorporate Marine Corps Traffic Safety program requirements in the Inspector General functional area checklist.

I. Analyze mishap data to identify mishap trends and causal factors. Provide conclusions and recommendations to the Assistant Commandant of the Marine Corps (ACMC) to support improvements to this policy.

J. Plan, budget, execute, monitor, and continuously improve the Marine Corps Traffic Safety Program.

0702 COMMANDER, NAVAL SAFETY CENTER (COMNAVSAFECEN)

A. Serve as the repository for Marine Corps reportable motor vehicle mishap reports, and provide traffic safety statistics, trend analyses, and recommendations to improve the overall Marine Corps Traffic Safety Program.

B. Support Marine Corps commanders with Class A mishap investigations, and other mishaps as requested, by providing access to mishap advisors and investigators.

0703 COMMANDER, MARINE CORPS INSTALLATIONS COMMAND (MCICOM)

A. Provide traffic safety services through installation commands to all Marine Corps military and civilian personnel. These safety services should include all Private Motor Vehicle (PMV) and motorcycle safety training.

B. Coordinate, manage, and provide resources for an effective Traffic Safety Program within each MCICOM region and on each installation.

C. Maintain a traffic law enforcement system at Marine Corps installations.

D. Maintain installation roads and sidewalks. Capital improvements will meet the safety standards established by the Federal Highway Administration (FHA), Department of Transportation (DOT), and reference (b).

E. Provide a quarterly report to Safety Division identifying deficiencies and corrective actions for all traffic, motorcycle, and Emergency Vehicle Operator Course (EVOC) training programs. This report should include current training status, training backlogs, range deficiencies, equipment shortages, unfilled seat numbers, and funding shortfalls. This reporting requirement is exempt from the reports control in reference (n).

F. Provide adequate training areas and facilities to meet training requirements.

G. Provide support for Levels 1, 2, and 3 motorcycle training.

H. Analyze mishap data to determine trends and hazards. Develop recommendations and countermeasures to support traffic education, enforcement, and engineering efforts.

0704 MARINE CORPS INSTALLATIONS COMMAND (MCICOM) REGIONAL COMMANDERS

A. Designate a Regional Traffic Safety Program Manager in writing.

B. Coordinate, manage, and provide resources for effective Traffic Safety Programs at designated installations.

C. Plan, budget, execute, monitor, and continuously improve Traffic Safety Programs.

D. Provide traffic safety training resources to tenants based on a needs analysis.

E. Maintain an education program to improve the knowledge, skills, and judgment of all motor vehicle operators.

F. Work with internal and external organizations such as Mothers Against Drunk Driving, National Highway Traffic Safety Administration (NHTSA), National Safety Council,

Motorcycle Safety State Coordinators, and local law enforcement to promote the traffic safety program.

G. Follow the NHTSA's Highway Safety Program Guidance. Requests for a variance to HSPG must be in writing and routed through MCICOM to Safety Division prior to implementing any less stringent requirements. Requests must identify the variance as not reducing or degrading highway safety.

H. Coordinate with host nation, state, and local officials to resolve on- and off-base traffic safety problems.

I. Provide quarterly reports to MCICOM identifying the current status, deficiencies, and resource requests for all traffic, motorcycle, and EVOC training programs. This report should include current training status, training backlogs, range deficiencies, equipment shortages, no-show rates, and funding shortfalls. This reporting requirement is exempt from the reports control in reference (n).

0705 INSTALLATION COMMANDERS

A. Establish a Traffic Safety Program and assign a program manager responsible for developing, issuing, implementing, and enforcing program regulations.

B. Designate an Installation Traffic Safety Program Manager in writing.

C. Provide traffic safety training to tenant commands.

D. Plan, budget, execute, monitor, and continuously improve the Traffic Safety Program.

E. Maintain oversight of traffic safety, roads, traffic control, security issues, and base access.

F. Maintain an education program to improve the knowledge, skills, and judgment of all motor vehicle operators.

G. Enforce all motorcycle and recreational vehicle PPE requirements.

H. Coordinate with host nation, state, and local officials to resolve on- and off-base traffic safety problems.

I. Conduct and document quarterly Safe Driving Council meetings.

Follow the NHTSA's HSPG. Requests for a variance to HSPG must be in writing and routed through MCICOM to SD prior to implementing any less stringent requirements. Requests must identify the variance as not reducing or degrading highway safety.

J. Coordinate and implement traffic safety surveys and engineering services with the Federal Highway Administration and other agencies as applicable. Evaluate the condition of Marine Corps installation roads and streets in accordance with applicable codes and directives.

K. Provide quarterly reports to MCICOM identifying the current status, deficiencies, and resource requests for all traffic, motorcycle, and EVOC training programs. This report should include current training status, training backlogs, range deficiencies, equipment shortages, no-show rates, and funding shortfalls. This reporting requirement is exempt from the reports control in reference (n).

0706 COMMANDERS MARINE FORCES COMMAND, MARINE FORCES PACIFIC, MARINE FORCES RESERVES, MARINE FORCES SPECIAL OPERATIONS COMMAND, AND MARINE FORCES EUPORE AND AFRICA

A. Ensure Traffic Safety Programs are established at subordinate commands, including assigned reserve commands.

B. Ensure adequate resources are provided to subordinate unit Traffic Safety Programs.

C. Ensure O-5 and above commands conduct and document quarterly Safe Driving Councils. Safe Driving Councils may coincide with Force Preservation Councils or Safety Councils at the discretion of the commander.

D. Ensure subordinate commands maintain an education program to improve the knowledge, skills, and judgment of all motor vehicle operators.

0707 COMMANDER, MARINE CORPS RECRUITING COMMAND (MCRC)

A. Ensure Traffic Safety Programs are established at subordinate commands.

B. Ensure adequate resources are provided to support subordinate unit Traffic Safety Programs.

C. Ensure subordinate commands maintain an education program to improve the knowledge, skills, and judgment of all motor vehicle operators.

0708 COMMANDING OFFICERS (COs) AND OFFICERS-IN-CHARGE (OICs)

A. Establish in writing a traffic safety program within their unit's Safety Management System, with an assigned program manager responsible for developing, maintaining, implementing, and enforcing program regulations in accordance with enclosure (1). COs/OICs have the option to enter into a traffic safety program participation Memorandum of Agreement (MOA) with a MARFOR, MEF, Region, or Installation in lieu of establishing a traffic safety program.

B. Enter into an applicable traffic safety services MOA with the host installation safety office. Conduct traffic safety needs assessment in coordination with the installation safety office.

C. Implement the DoD Impaired Driving Prevention Program per reference (a).

D. Report and investigate all required motor vehicle mishaps per reference (c). Work with law enforcement, safety, and medical treatment facilities to ensure the accuracy and completeness of all mishap investigation reports.

E. Provide and document the completion of a local traffic safety hazards briefing for new personnel within 30 days of arrival. Examples of local traffic safety information include: host nation, state, and local laws; driving under the influence (DUI) legal penalties; traffic and driving patterns of the local area; emergency information; bicycle safety; and applicable traffic instructions.

F. Incorporate Risk Management principles into all motor vehicle operations. Emphasize the hazards associated with drinking and driving, speeding, driving while fatigued, long distance driving, and the dangers of distracted driving and smartphone use while driving. Emphasize the importance of completing mandatory motorcycle training and the wearing of proper PPE. Discuss proposed travel plans, mode of travel, length of travel time, and other contingencies prior to approving leave and special liberty, especially if out of bounds travel is being approved.

G. Provide traffic safety briefs to all personnel when:

1. Executing Permanent Change of Station (PCS),
2. Prior to major holidays,
3. Liberty periods,
4. Visiting foreign ports,
5. Returning from deployment, and

6. Temporary Assigned Duty (TAD) to an overseas location where a rental car will be driven to fulfill mission requirements.

H. Administer and document required traffic safety training for all command personnel.

I. O-5 and higher commands will conduct and document Safe Driving Councils quarterly. Safe driving councils may be consolidated with Force Preservation Councils or safety Councils at the discretion of the commander.

J. Communicate and enforce all motor vehicle PPE requirements.

K. Ensure mandatory motorcycle training is completed.

L. Incorporate traffic safety and risk management principles in all unit operations.

M. Establish motorcycle mentorship programs. The motorcycle mentorship program identifies inexperienced riders, fosters respectful riding practices, and provides continuing education opportunities for all riders throughout their military career.

N. Identify high-risk riders and drivers who pose the greatest risk for motorcycle and private motor vehicle mishaps. Establish additional measures such as tailored training to provide them with additional support and visibility to prevent potential mishaps. These individuals may be inexperienced vehicle/motorcycle operators, individuals with multiple traffic violation convictions, license suspensions or revocations. Identification as high risk is non-punitive and does not constitute a basis for Non-Judicial Punishment or adverse administrative action.

O. Permit personnel to attend required traffic and motorcycle safety training during duty hours. Course attendees will not be charged leave.

P. Educate personnel on installation rules and regulations for walking, running, bicycling, and rollerblading.

0709 INDIVIDUAL RESPONSIBILITY

Individuals shall become familiar with the installation's rules and regulations.

A. All Marines, Sailors (serving with Marine Corps units or stationed on Marine Corps installations), and Civilian Marines are responsible for compliance with the provisions of this Order and applicable traffic laws.

B. Marine Reserve personnel are to refer to MARFORRES Force Order 5100.29, reference (v), for additional guidance.

VOLUME 3: APPENDIX A

GLOSSARY

PART I. ABBEVIATIONS AND ACRONYMS

PART II. DEFINITIONS

SUMMARY OF SUBSTANTIVE CHANGES

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APPENDIX A

GLOSSARY

PART I. ACRONYMS AND ABBREVIATIONS

ANSI	-	American National Standards Institute
ATV	-	All-Terrain Vehicle
BRC	-	Basic Rider Course
CFR	-	Code of Federal Regulations
DoDI	-	Department of Defense Instruction
DOT	-	Department of Transportation
EVOC	-	Emergency Vehicle Operators Course
GMV	-	Government Motor Vehicle
GOV	-	Government Owned Vehicle
GVO	-	Government Vehicle Other
HSPG	-	Highway Safety Program Guidelines
JFTR	-	Joint Federal Travel Regulations
LSV	-	Low-Speed Vehicle
MIL-STD	-	Military Standard
MSF	-	Motorcycle Safety Foundation
NHTSA	-	National Highway Traffic Safety Administration
OHV	-	Off-Highway Vehicles
PPE	-	Personal Protective Equipment
SDWG	-	Safe Driving Working Group
TSM	-	Traffic Safety Manager
U.S.C.	-	United States Code

APPENDIX A

GLOSSARYPART II TERMS AND DEFINITIONS

All-Terrain Vehicle (ATV) - Any motorized off-highway vehicle designed to travel on three or four low-pressure tires, having a seat designed to be straddled by the operator and handlebars for steering control, with or without passenger capability.

Civilian personnel - Civil service employees of the DoD Components (including Reserve Component Military Reserve Technicians unless in a military duty status), non-appropriated fund employees (excluding military personnel working part-time to avoid dual reporting), Corps of Engineers Civil Works employees, youth or student assistance program employees, Navy civil service mariners with the Military Sealift Command, and Army and Air Force Exchange Service employees.

Commercial Motor Vehicle - any self-propelled or towed motor vehicle used on a highway in interstate commerce to transport passengers or property when the vehicle:

A. Has a gross vehicle weight rating or gross combination weight rating, or gross vehicle weight or gross combination weight, of 4,536 kg (10,001 pounds) or more, whichever is greater; or

B. Is designed or used to transport more than 8 passengers, including the driver, for compensation; or

C. Is designed or used to transport more than 15 passengers, including the driver, and is not used to transport passengers for compensation; or

D. Is used in transporting material found by the Secretary of Transportation to be hazardous under 49 U.S.C. 5103 and transported in a quantity requiring placarding under regulations prescribed by the Secretary under 49 CFR, subtitle B, chapter I, and subchapter C.

Conviction - An official determination or finding as authorized by applicable Federal, State, city, county, or host-nation laws or regulations, including a final conviction by a court or court-martial, whether based on a plea of guilty or a finding of guilty and regardless of whether the penalty is deferred, suspended, or probated; an un-vacated forfeiture of bail or other collateral deposited to secure a defendant's appearance in court; or a plea of nolo contendere accepted by a court.

Driving - Operating a motor vehicle on an active roadway or parking area with the motor running, including while temporarily stationary because of traffic, a traffic light, or stop sign. Does not include operating a motor vehicle with or without the motor running when pulled over to the side of, or off, an active roadway or parking area and has halted in a location where the driver can safely remain stationary.

Driving privileges - The authorization to operate any motor vehicle on an installation or in areas where traffic operations are under military supervision.

Emergency vehicles - Police, ambulance, fire, crash and rescue, explosive ordnance disposal, and hazardous material response vehicles.

Government Motor Vehicle - A motor vehicle that is owned, leased, or rented by a DoD Component (not an individual), primarily designed for over-the-road operations, and whose general purpose is the transportation of cargo or personnel. Examples of GMVs are passenger cars, station wagons, vans, ambulances, buses, motorcycles, trucks, and tractor-trailers. Vehicles on receipt to and operated by non-DoD persons, agencies, or activities such as the U.S. Postal Service or the American Red Cross are not GMVs.

Government Vehicle Other - Vehicles designed primarily for off-the-highway operation such as construction-tracked vehicles, forklifts, road graders, agricultural-type wheeled tractors, and aircraft tugs. Includes military combat and tactical vehicles (e.g., tanks, self-propelled weapons, armored personnel carriers, amphibious vehicles ashore, and high-mobility multipurpose wheeled vehicles).

Government Vehicle Other mishap - A vehicle mishap involving the operation of a GVO.

Highway Safety Program Guidelines - Section 402 of title 23 of the United States Code requires the Secretary of Transportation to promulgate uniform guidelines for State highway safety programs. These guidelines offer direction to States in formulating their highway safety plans for highway safety efforts that are supported with section 402 and other grant funds. The guidelines provide a framework for developing a balanced highway safety program and serve as a tool with which States can assess the effectiveness of their own programs. National Highway Traffic Safety Administration encourages States to use these guidelines and build upon them to optimize the effectiveness of highway safety programs conducted at the State and local levels.

Impaired Driving - Operating a motor vehicle under any impairment or intoxication caused by drugs or alcohol in violation of section 911 of reference (g) (for persons subject to jurisdiction under the Uniform Code of Military Justice) or in violation of equivalent laws in the state or other jurisdiction in which the vehicle is being operated.

Low Speed Vehicle (LSV) - Any 4-wheeled motor vehicle whose top speed is greater than 20 miles per hour but less than 25 miles per hour, and whose gross vehicle weight rating is less than 3,000 pounds.

Marine Corps Personnel - Military and civilian members of the USMC.

Military Personnel - All U.S. military personnel on active duty, Reserve or National Guard personnel on active duty or performing inactive duty training, service academy cadets, officer candidates in Officer Candidate School and Aviation Officer Candidate School, Reserve Officer Training Corps cadets when engaged in directed training activities, and foreign national military personnel assigned to the DoD Components.

Motorcycle - Any motor vehicle having a seat or saddle for the use of its operator and designed to travel on not more than three wheels (includes mopeds, motor scooters, and pocket bikes; does not include ATVs).

Motor Vehicle - Any transportation device with a motor powered by fossil fuels, electricity, or other external sources of energy, except devices moved by human power or used exclusively on stationary rails or tracks. For the purpose of this Order, LSVs, mopeds, and scooters are considered motor vehicles when operated on highways.

Motor Vehicle Mishap - A DoD mishap involving the operation of a motorized land vehicle by DoD personnel or the operation of a Government-owned motorized land vehicle by non-DoD personnel while operationally controlled by a DoD Component. Motor vehicle mishaps include collisions with other vehicles, objects, terrain features, animals, or pedestrians; personal injury or property damage due to cargo shifting in a moving vehicle; personal injury occurring within or by falling or jumping from a moving vehicle; and towing or pushing mishaps.

Note: Does not include ground and industrial mishaps such as injuries occurring while loading, unloading, mounting, or dismounting a nonmoving vehicle; cargo damaged by weather; damage to a parked government vehicle unless caused by an operating government vehicle; damage to a government vehicle caused by objects thrown or propelled into it by weather, natural phenomena, or fire when no collision occurred; or damage to a government vehicle when it is being handled as a commodity or cargo and not operating under its own power.

Recreational Off-Highway Vehicle (ROHV) - ROHVs are motorized off-road vehicles designed to travel on four or more non-highway tires, with a steering wheel, non-straddle seating, seat belts, an occupant protective structure, and engine displacement up to 1,000cc. Sometimes referred to as side-by-sides or utility vehicles.

State-approved course - Any course for which the sponsoring State or host nation grants a waiver of the riding skills portion of their requirements for the issuance of a motorcycle license or endorsement.

Text Messaging - Reading from or entering data into any handheld or other electronic device, including for the purpose of short message service (SMS) or SMS texting, e-mailing, instant messaging, obtaining navigational information, or engaging in any other form of electronic data retrieval or electronic data communication.

Underage Drinking - Consumption of alcohol by military personnel under the legal drinking age for the location in which the consumption takes place.

VOLUME 3: APPENDIX B

TRAFFIC SAFETY PROGRAM OVERVIEW CHECKLIST

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

TRAFFIC SAFETY PROGRAM OVERVIEW CHECKLIST

1) Installation Commanders

- a) Has an installation Traffic Safety Program Manager been designated in writing by the installations commander? Reference: 0705.B
- b) Is traffic safety training provided at the installation? Does the training meet the needs of the tenant commands? Reference: 0705.C
- c) Are PPE requirements for all vehicles being enforced on the installation? Reference: 0705.G
- d) Are quarterly Safe Driving Council meetings being held and documented? Reference: 0705.I
- e) Does the installation commander provide quarterly traffic safety reports to MCI Regional Traffic Safety Manager? Reference: 0705.L

2) Commanding Officers (COs)/Officers-in-Charge (OICs)

- a) Has a written Traffic Safety Program been established or has an MOA been entered into with the installation safety office? Reference: 0708.A
- b) Are local traffic safety orientation briefs being conducted and documented to all new personnel reporting for duty within 30 days of arrival? Reference: 0708.E
- c) Does the command identify, coordinate and document required traffic safety training to all command personnel? Reference: 0708.H
- d) Have the commands established Motorcycle Mentorship Programs? Reference: 0708.M

3) Chapter 2: Motor Vehicle Safety Program

- a) Is there a procedure in place to confirm GOV and POV operators are properly licensed for the vehicles they operate on public roadways? Reference: 0202.A
- b) Has a “Duty Related Operator Driving Time limits” policy been established? Reference: 0204
- c) Has an “Off-Duty Driving Limits” policy been established? Reference: 0206
- d) Have all military personnel under the age of 26 completed a minimum four hour course in traffic safety? Reference: 021001

4) Chapter 3: Motorcycle and Specialty Off-Road Vehicle Safety

a) Operationalizing Motorcycle Safety

1. Have all active and inactive riders been identified? Reference: 030301.B
2. Do motorcycle riders understand their responsibility to comply with the requirements outlined in this Order? Reference: 030301.C
3. Do riders report to S-3/Training and MMP President to register riding status, schedule training, and record training completion? Reference: 030302.A
4. Have riders training requirements and completion of required training been entered into MCTMS/MCTFS? Reference: 030303.A
5. Do riders receive orders to attend motorcycle safety training? Reference: 030303.C

b) Motorcycle Safety Training

1. Are riders scheduled for Level 1 training within 30 duty days of making the request and scheduled for the earliest available class? Reference: 030401.A
2. Are riders attending Level 2 training as soon as possible but in no case more than 180 days after completing Level 1 training, or being identified as licensed rider? Reference: 030402.A
3. Are riders taking refresher training at least every five (5) years from last date of training, and are they encouraged to take the refresher training annually? Reference: 030404

c) Motorcycle Mentorship

1. Has a MMP President been appointed in writing? Reference: 030801
2. Are MMP meetings conducted monthly during normal working hours? Reference: 030805
3. Do Commanders attend MMP meetings at least once per quarter? Reference: 030805.A

5) Chapter 5: Pedestrian and Bicycle Safety

- a) Does the Installation Commander designate and publish approved roadways and appropriate time periods for runners, to include running in formation, joggers, and walkers? Reference: 050203

- b) Does the Installation Commander designate and publish approved roadways where unauthorized vehicles may operate? Reference: 050204
 - c) Does the Installation Commander designate and publish specific skating areas and PPE requirements? Reference: 0504
- 6) Chapter 6: Councils and Working Groups
- a) Have O-5 and higher commands established a Safe Driving Council? Reference: 060201
 - b) Does the Safe Driving Council meet at least quarterly? Reference: 060201.E
 - c) Are the minutes and attendance rosters maintained for at least five (5) years? Reference: 060201.E

VOLUME 4

MARINE CORPS AVIATION SAFETY

SUMMARY OF VOLUME 4 CHANGES

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CANCELLATION: The publication of this Volume cancels MCBUL 1650.23E, AWARDS FOR MISHAP-FREE FLIGHT TIME, and MCO 5100.32A, GROUND SAFETY AWARDS

VOLUME VERSION	SUMMARY OF CHANGE	ORIGINATION DATE	DATE OF CHANGES
ORIGINAL VOLUME	N/A	15 OCT 2020	N/A

Submit recommended changes to this Volume, via the proper channels, to:

CMC (SD)
 701 S. Courthouse Road
 Suite 2O050
 Arlington, VA 22204

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Reports Required:

- I. Serious Incident Report (SIR) (Report Control Symbol OPNAV 3750-1), Chapter 1, para 010401.C and Chapter 4, para 040101
- II. Hazard Report (Report Control Symbol OPNAV 3750-19), Chapter 1, para 010401.C and Chapter 4, para 040101
- III. Mishap Data Report (Report Control Symbol OPNAV 3750-20), Chapter 1, para 010401.C and Chapter 4, para 040101
- IV. Direct Enemy Action Incident Report (Report Control Symbol OPNAV 3750-21), chapter 1, para 010401.C and Chapter 4, para 040101
- V. U.S. Marine Corps Ground Climate Assessment Survey System (GCASS), i.e., Aviation Command Safety Assessment (CSA), Aviation Maintenance Climate Assessment Survey System (MCAS) or Ground Safety Assessment Survey (Report Control Symbol MC-5100-07), Chapter 5, para 050102.A

VOLUME 4: MARINE CORPS AVIATION SAFETY

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MARINE CORPS SAFETY MANAGEMENT SYSTEM

References

MCO 5100.29C

15 OCT 2020

REFERENCES

- (a) OPNAVINST 3750.6S
- (b) CNAF M-3710.7
- (c) SECNAVINST 6410.1A
- (d) OPNAVINST 3710.37A
- (e) MARINE AVIATION WEAPONS AND TACTICS SQUADRON ONE (MAWTS-1)
NIGHT VISION DEVICE (NVD) MANUAL: 10TH EDITION
- (f) CNAP/CNAL INST 4790.7
- (g) MCO 5104.1C
- (h) OPNAVINST 4790.2J
- (i) MCO 5100.29C MARINE CORPS SAFETY MANAGEMENT SYSTEM

VOLUME 4: CHAPTER 1

ROLES AND RESPONSIBILITIES

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 1

ROLES AND RESPONSIBILITIES

0101 AVIATION ACTIVITIES

Reference (a) defines the overarching Naval Aviation Safety Management System. This order supplements reference (a) with additional U.S. Marine Corps specific requirements.

0102 COMMANDING OFFICER

Commanding Officers of flying squadrons, Marine Unmanned Aerial Vehicle (VMU) Squadrons, Marine Aviation Logistic Squadrons (MALS), and Marine Aircraft Groups (MAGs) shall meet all of the designated timelines for their organization's reoccurring safety requirements in accordance with reference (i), this Volume, Chapter 5, *Aviation Safety Requirements*, and Figure 5-1.

010201. REQUIRED COURSES

Marine Corps aviation commanders who are aircraft reporting custodians shall complete the School of Aviation Safety (SAS) Aviation Safety Command (ASC) course within two years of assuming command. MALS Commanders, as aircraft reporting custodians and participants in the mishap investigation process, are encouraged but not required to attend.

0103 DEPARTMENT OF SAFETY AND STANDARDIZATION (DOSS) STRUCTURE AND RESPONSIBILITIES

All reporting custodian squadrons and permanent aviation detachments shall establish a Department of Safety and Standardization (DOSS) as detailed below.

010301. DIRECTOR OF SAFETY AND STANDARDIZATION (DSS)

A. Responsibilities

1. To the Commander and Executive Officer:

a. Access. Directly responsible to the commander on all safety and standardization matters. The DSS requires direct access to the commander and executive officer in order fulfill this billet's responsibilities. Fundamental to establishing the desired unit culture based on high standards is leaders understanding the DSS provides a critical quality assurance and oversight function. The DSS is to a squadron what the Quality Assurance Officer is to a maintenance department.

b. Programs and Policies. Responsible for implementing the commander's safety and standardization policies.

c. Safety Requirements. Responsible to the commander for monitoring and completing all requirements detailed in Chapter 5 and Figure 5-1.

d. Procedures and Process. Develop and implement procedures which synchronize maintenance, operations, safety, and training towards a common goal of continuously managing risk. Ensure resources provided by the commander to support the Marine Corps Safety Management System are used efficiently and effectively to manage risk.

2. Squadron Training and Programs:

a. Training. The DSS shall ensure all unit training uses detailed planning processes that include deliberate Risk Management as detailed in Volume 2 of this Order.

b. Programs. Manage the Naval Air Training and Operating Procedures Standardization (NATOPS) program, and the aviation safety and ground safety portions of the safety management system. Use all available resources to identify, mitigate and if possible eliminate hazards to squadron personnel, aircraft, and property.

c. Standing Councils and Boards. Shall form the following standing bodies and ensure they meet as required in reference (a), (b) and this Order: Aviation Safety Council, Enlisted Aviation Safety Committee, Standardization Board, Human Factors Council, and Instrument Flight Board.

d. Risk Assessment Worksheets. In accordance with reference (b), pilots in command and mission commanders shall conduct a risk assessment prior to flight. This Order adds the requirement to use a Risk Assessment Worksheet specific to type, model, and series of aircraft. The Risk Assessment Worksheet may take any form the unit commander deems appropriate and shall be aligned with and include all risk assessment guidance provided by MAG and MAW commanders.

1) Risk assessments are critical components of a commander's safety management system. All the policy guidance in the world is meaningless if it fails to translate into tailored, practical, and relevant actions at the operator level to identify hazards, assess risk, and implement controls. The Risk Assessment Worksheet is the commander's list of factors that his or her Marines SHALL NOT forget to consider. It does not need to be lengthy, and it should not contain administrative minutia. It should be a checklist that assists in identifying hazards. The Risk Assessment Worksheet should be viewed by both the commander and the Marines who use it as a useful and relevant safety control that identifies hazards, specifically previously unidentified hazards presented by changes to planning assumptions or the operating environment. The RAW should be reviewed just prior to execution and at the most basic level should validate planning assumptions and allow Marines to account for any changes.

2) There is not a one-size-fits-all worksheet that covers all aircraft, missions, or commanders. MAG and MAW SOPs should include examples of Risk Assessment Worksheets to provide a starting point for commanders and their safety and operations teams.

Creativity and innovation are encouraged. A thoughtful examination of our risk assessment processes and our risk assessment tools is fertile ground for USMC process improvement.

3) A signed flight schedule with accompanying Risk Assessment Worksheets is the commander's confirmation to the world that a risk assessment has been completed to his or her satisfaction.

B. Qualifications and Restrictions

1. Qualifications

a. The DSS shall be a highly-qualified, winged aviator with credibility and demonstrated leadership performance. Due to the critical quality assurance and oversight functions performed by the DSS, this billet should be assigned to a field grade officer. Flight qualifications, leadership ability, and operational experience should be on par with all other department heads in order for effective checks and balances to occur.

b. Should be a graduate of the School of Aviation Safety Aviation Safety Command (ASC) course or the SAS Aviation Safety Officer (ASO) Course.

2. Restrictions

a. Should not be assigned collateral duties or responsibilities outside the DOSS.

b. Shall not be assigned to non-safety investigative duties to include: preliminary inquiries, JAGMAN Investigations and Field Flight Performance/Flight Status Selection Boards.

010302. AVIATION SAFETY OFFICER (ASO)

A. Responsibilities

1. To the Commander:

a. Advise and have direct access to the commander, the executive officer, and the DSS on all matters pertaining to the organization's aviation safety management system.

2. Squadron Training and Programs.

a. Develop, implement, and execute a proactive aviation safety management system in order to identify, mitigate, and if possible eliminate hazards.

b. Monitor flight and aircraft maintenance activities for compliance with appropriate safety and standardization directives.

c. Assist the Quality Assurance Officer with monitoring quality assurance and collateral duty programs as outlined in reference (h).

d. Conduct pre-mishap plan drills and training annually. Ensure the pre-mishap plan is updated prior to any change of operating base or area. Pre-mishap training should focus on risk assessment, mishap prevention, and on-post mishap duties and responsibilities. This training shall emphasize watch-stander roles and responsibilities during emergency situations to ensure personnel are trained and skilled in actions that prevent emergency situations from becoming mishaps.

e. Shall conduct quarterly Aviation Mishap Board (AMB) training to ensure the squadron can activate both a primary and alternate AMB if required. This can be as simple as a quick meeting to review checklists, confirm recall rosters and appointment letters, and receive updated guidance from the commander or executive officer. AMB membership should not be a voyage of discovery for the command post-mishap.

f. The ASO should be assigned the role of Aviation Safety Awareness Program (ASAP) administrator.

B. Qualifications and Restrictions

1. Qualifications

a. Commanders shall select ASOs with the same credibility, capability and decision making capacity as those selected for Weapons and Tactics Instructor (WTI) and Quality Assurance Officer (QAO). Commanders should consider experience level, demonstrated judgment and maturity, and an officer's ability to work with and lead other departments within the squadron.

b. Shall meet the prerequisites listed in paragraph 020101, and shall be a graduate of the SAS Aviation Safety Officer Course. Every effort should be made to assign an officer that has completed the ASO course within the previous four years.

2. Restrictions

a. Should not be assigned collateral duties or responsibilities outside the DOSS.

b. Shall not be assigned non-safety investigative duties.

010303. NATOPS OFFICER

A. Responsibilities

1. Establish and maintain a proactive standardization program per appropriate NATOPS flight manuals.

2. Administer the NATOPS program per reference (b).
3. Conduct NATOPS jacket audits per reference (b).
4. Coordinate Unit NATOPS evaluations with the respective T/M/S program manager.

010304. ENLISTED NATOPS NCO/AVIATION SAFETY SPECIALIST

A. Responsibilities

1. The NATOPS NCO/Aviation Safety Specialist shall assist the NATOPS Officer and ASO in all matters pertaining to NATOPS and Aviation Safety programs, enlisted flight crew training, standardization, human factors council, and enlisted safety committees.

B. Qualifications

1. All organizations with enlisted aircrew assigned shall have a NATOPS NCO/Aviation Safety Specialist.
2. The Enlisted NATOPS NCO shall be a highly-qualified, winged aircrew, on flight orders, and shall be an NCO or higher.
3. The Enlisted NATOPS NCO shall be an Assistant NATOPS Instructor (ANI), or in the ANI syllabus.
4. Shall not be assigned collateral duties or responsibilities outside the DOSS.

0104 AEROMEDICAL TEAM

The Flight Surgeon (FS), Aeromedical Safety Officer (AMSO), and Aeromedical Safety Corpsman (AMSC) comprise the Aeromedical team and are assigned throughout the Marine Corps chain of command. The Aeromedical team participates in risk management through their engaged and proactive efforts to ensure the highest levels of health and safety for aviation squadrons. In order to improve unit operational performance and readiness, it is paramount that each team member be highly visible and routinely interact with squadron members in the workspaces.

010401. RESPONSIBILITIES

- A. Inform commanding officers of aeromedical factors affecting operations, readiness, and safety per reference (a) and (c).
- B. Participate fully in squadron safety boards, human factors boards, and councils per reference (a) and (c).

C. Investigate environmental hazards associated with the flight environment and the aircraft maintenance environment. Assist the ASO with preparing all Physiological Episodes (PHYSEP) reports, Hazard Reports (HAZREP), and Safety Investigation Reports (SIREPs) that contain physiological and Aviation Life Support Systems (ALSS) causal factors, per reference (a).

D. Participate as members of aviation mishap boards. Provide expertise in the aeromedical and physiological aspects of the flight environment, human factors, and aviation life support systems to the board.

010402. FLIGHT SURGEON (FS)

A. Responsibilities

1. Shall spend at least 50 percent of their regular duty time directly engaged in aeromedical activities in the squadron spaces per reference (c), and be provided suitable work spaces to conduct those activities.

2. If assigned to an aviation mishap board, 100 percent of their duty time will be dedicated to completing the board's assigned investigation. They may perform clinic duty as their duties on the board allow while waiting on the completion of Engineering Investigations, per reference (a) and (c)

3. Assist the AMSO in managing and mitigating all issues related to Aeromedical safety - (sleep and fatigue, Light Amplification by Stimulated Emission of Radiation (LASER) safety, Chemical/Biological/Radiological (CBR), heat and cold related injuries, nutrition and diet, and aircrew endurance), per reference (b) and (c).

B. Qualifications

1. The Flight Surgeon shall be a licensed physician with at least a one year internship completed who has graduated from the 6-month Aeromedical Officer Course.

010403. AEROMEDICAL SAFETY OFFICER (AMSO)

A. Responsibilities

1. Assist the ASO in managing and mitigating all hazards related to Aeromedical safety - (sleep and fatigue, LASER safety, Chemical/Biological/Radiological (CBR), heat and cold related injuries, nutrition and diet, and aircrew endurance), per reference (b) and (c).

2. Assigned as the primary academic instructor for aircrew annual and pre-deployment training requirements, per reference (b).

3. Assigned as the Fleet Air Introduction/Liaison of Survival Aircrew Flight Equipment (FAILSAFE) program manager, per reference (b).

4. Liaise with Naval Aviation Survival Training Program (NASTP) on all matters regarding survival training, per reference (b).

5. Administer a local Anthropometric Program, per reference (d).

6. Supervise the Night Image Threat Evaluation (NITE) Lab program and provide NITE Lab training as required, per reference (e).

7. Manage the Aircrew Survival Radio Program, per reference (f).

B. Qualifications

1. The AMSO shall be a Naval Aerospace and Operational Physiologist (NAOP) who has graduated from the School of Aviation Safety, Aviation Safety Officer (ASO) Course.

2. Shall be a MAWTS-1 NITE Lab instructor, Technical LASER Safety Officer and Administrative LASER Safety Officer.

010404. AEROMEDICAL SAFETY CORPSMAN (AMSC)

A. Responsibilities

1. Assist the AMSO in managing and mitigating all hazards related to Aeromedical safety - (sleep and fatigue, LASER safety, Chemical/Biological/Radiological (CBR), heat and cold related injuries, nutrition / diet, and aircrew endurance), per reference (b) and (c).

2. Assist the AMSO with performing the duties required by the Aeromedical Safety Program noted in paragraph 010401 and 010402(A).

3. Liaise with local medical personnel to cultivate a relationships that contribute to the unit's readiness.

4. Provide medical intelligence health threat briefs for all potential deployment sites.

5. Conduct basic medical training such as Cardiopulmonary Resuscitation (CPR) and other appropriate self and buddy aide life-saving skills.

6. Provide medical support during operations and training.

7. Assist in the administration of the unit's LASER Safety Program. Manage the LASER inventory, per reference (g).

8. Provide NITE Lab training as required, per reference (e).

9. Serve as the Aircrew Survival Radio Web Application Operator and provide over-the-horizon radio training support, per reference (f).

B. Qualifications

1. The AMSC is an integral part of the Aeromedical team. The AMSC shall be a designated Aerospace Physiology Technician (L07A) assigned to the Marine Corps from the Navy.

2. Qualify as a MAWTS-1 NITE Lab instructor.

3. Qualify as an Administrative LASER Safety Officer (ALSO). It is also highly recommended the AMSC be a qualified Tactical LASER Safety Officer (TLSO).

VOLUME 4: CHAPTER 2

SCHOOL OF AVIATION SAFETY

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 2

SCHOOL OF AVIATION SAFETY (SAS)

0201 NOMINATION GUIDANCE

020101. Aviation Safety Officer (ASO) COURSE

A. Piloted Platform Squadron Guidance:

1. ASOs should possess the operational experience commensurate with that of a squadron Weapons and Tactics Instructor (WTI) of Quality Assurance Officer (QAO). ASO candidates for manned aircraft squadrons should have completed an overseas deployment in the type/model/series aircraft flown by the sponsoring squadron.

2. The ASO candidate shall be a highly-qualified winged aviator, and shall be the rank of captain or higher.

3. VMA and VMFA: the ASO candidate (both pilot and NFO) shall possess the minimum flight leadership designation of section lead / section lead equivalent. ASO candidates near completion of the syllabus may be nominated with a designation waiver.

4. VMGR, VMR: the ASO candidate shall be a designated transport plane commander.

5. HMH, HMLA, VMM: The ASO candidate shall be a designated helicopter aircraft commander, attack helicopter commander, utility helicopter commander, or tiltrotor aircraft commander with at least 50 hours as the aircraft commander in the type aircraft flown by the sponsoring squadron.

B. Remotely-Piloted Aircraft Squadron:

1. The ASO candidate shall be designated a mission commander for unmanned aircraft squadrons. This designation need not be limited to the specific unmanned system of the sponsoring squadron.

2. The ASO candidate should be of the rank of captain or higher. 1stLts who are mission commanders may be nominated with a rank waiver.

C. Aeromedical safety officers and flight surgeons may attend the ASO course with no flight leadership designations.

D. Nomination process: See paragraph 0202.

E. Waiver criteria and authority:

1. Exceptional candidates ready to serve as ASOs ahead of their peers and prior to meeting the enumerated requirements will be considered on a case-by-case basis. Waiver authority to deviate from these requirements resides with the next higher echelon in the chain of command.

020102. AVIATION SAFETY COMMAND (ASC) COURSE

This course trains commanding officers, executive officers, DSSs and detachment officers-in-charge in policies, philosophy, and techniques for managing an effective Safety Management System (SMS). The ASC course is a senior-level forum, and candidates should be the rank of major or higher. Senior captains, who have already completed the ASO course and are serving as the DSS can submit a waiver and be considered on a case-by-case basis dependent on quota availability. Waiver authority to deviate from these requirements resides with the next higher echelon in the chain of command.

020103. AVIATION SAFETY MANAGER (ASM) COURSE

This course prepares captains, majors, lieutenant colonels, and DoD civilians to be aviation safety managers in Marine Aircraft Group (MAG), Marine Air Wing (MAW), MARFOR, HQMC, and air station staffs. This course builds upon the knowledge gained in the ASO and ASC courses. It satisfies the four year ASO currency training requirement. This course is given annually.

0202 SAS NOMINATION PROCESS

SAS publishes USMC quotas in March for the following fiscal year quotas.

A. No later than 1 June, sponsoring units (MARFORCOM, MARFORPAC, 4th MAW, MCIEAST, MCIWEST, MCIPAC, VMX-1, HMX-1 and MAWTS-1) will provide CMC Safety Division with their number of required seats for ASO, ASC and ASM for the upcoming FY. Particular attention will be given to change of command dates and deployment return dates. Units do not need to provide specific head counts broken down by session, just total required seats.

B. CMC Safety Division will publish unit allocations by 01 August. This publication will provide a list of available class seats and nomination due dates for each ASO, ASC and ASM class.

C. MARFORs, MAWs and MAGs shall establish timelines which allow adequate review by Higher Headquarters (HHQ). Sponsoring units who fail to meet submission deadlines compromise the ability to send additional students when extra seats are made available and risk wasting valuable safety training.

D. ASO and ASC are TECOM-funded courses. Upon submission of the final roster to SAS for each course, CMC Safety Division will coordinate TECOM and send TECOM funding letters to students and sponsors no later than one week prior to course commencement.

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ASM and Crew Resource Management Instructor (CRMI) are unit-funded courses by SQDN/MAW/MARFOR.

VOLUME 4: CHAPTER 3

AVIATION SAFETY AWARENESS PROGRAM (ASAP)

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 3

AVIATION SAFETY AWARENESS PROGRAM (ASAP)

0301 GENERAL

ASAP is a reporting tool that provides Marines and their commanders a mechanism for identifying hazards, and a communication loop that confirms this information has been successfully transmitted to the leaders assigned the responsibility for making risk decisions. ASAP transmits safety related information directly from Marines and Sailors to safety officers and squadron leadership, and allows these identified hazards to be addressed at the lowest level. ASAP is a program of record, reference DADMS ID 57342. Participation in ASAP is required by reference (b), NATOPS General Flight and Operating Instructions Manual, paragraph 3.15.

030101. Procedures will ensure proper control and use of de-identified operational and human performance data entered by Marine Corps personnel and contractors into ASAP.

030102. ASAP data shall not be used as evidence to support punitive or administrative action. Fostering and maintaining a non-retributive environment that focuses on eliminating hazards in support of a just culture vice a punitive culture is essential to increasing operational readiness and reducing preventable mishaps.

A. ASAP is designed to accomplish the following tasks:

1. Identify errors, potential precursors to mishaps, and improve operational efficiency.
2. Identify and proactively address unfavorable trends in aircrew training, aircraft maintenance, and flight and ground operations using human factors data and error reporting.
3. Validate existing operating and maintenance procedures.
4. Identify required changes to procedures based on metrics using aggregate data.
5. Establish leading indicators using human factors that may lead to mishaps and diminish readiness.
6. Track all command safety requirements.

030103. ASAP Program Implementation

A. ASAP Officers shall assigned at the squadron level and designated in writing by the Commanding officer. ASAP Reviewer roles shall be assigned at the MAG, MAW, MARFOR, and HQMC levels. The ASAP User Manual can be found under “User Manual” at: <https://asap-usmc.com>.

B. The squadron and air station are the primary focus levels for ASAP data collection and initial review. All personnel who operate on and around airfields should participate and have access to the program. The squadron Aviation Safety Officer (ASO) or designated unit ASAP Officer should be the first ASAP administrator to detect critical and time-sensitive issues; the MAG and MAW ASOs or designated MAG and MAW ASAP reviewers are responsible for tracking MAG and MAW trends.

C. ASAP Reviewers shall be Naval Aviators, Naval Flight Officers, senior Naval Aircrew, senior Maintenance Personnel, or Government employees/contractors designated by CMC Safety Division, MARFOR and MAW Commanding Generals, MAG Commanding Officers, and squadron Commanding Officers. Selected reviewers should be experienced members of the aviation community capable of identifying critical emerging hazard and risk information being reported using the ASAP.

030104. ASAP Reporting

A. One member of each flight event shall submit an ASAP report for each flight event. The Division Lead, Section Lead, Pilot in Command, or Mission Commander is responsible for submitting the report. For cross country or multiple leg flights, one report per day is the minimum requirement. Additionally, one maintenance member from each maintenance shift shall submit an ASAP report; the senior member of Maintenance Control is responsible for meeting this requirement. To ensure anonymity, each squadron utilizes a common username and password to make an entry. The user name and password assigned will depend on the role of the individual in the squadron: Aviator, Aircrew (where applicable), or Maintenance. The squadron ASAP Officer will manage the usernames and passwords for each grouping.

B. An ASAP report can be designated as either an “Event” report or a “No Event” report.

C. “Event” reports provide details regarding a specific hazard to operations that was observed before, during, or after the flight event. “Event” reports also collect data related to command climate and other specific questions as directed by squadron CO, MAG, MAW, MARFOR, or HQMC. Separate events should be logged in separate reports to assist with data collection.

D. “No Event” reports are submitted when no significant hazards were observed before, during, or after a flight event or shift of maintenance. “No Event” reports collect data related to command climate and other specific questions as directed by squadron CO, MAG, MAW, MARFOR, or HQMC.

C. Other flight event and maintenance personnel are encouraged to submit ASAP reports if they observe additional hazards to operations; there is no limit on how many reports an individual, flight event, or maintenance shift may submit. Commanders, safety officers, and leaders at all levels should regularly encourage Marines to make ASAP reports, and provide feedback on the reports made.

D. ASAP Officers should screen their unit's "Event" reports daily. Once the report has been reviewed and in the case of any significant hazard identified responded to by the commanding officer, other ASAP Reviewers external to the unit will be able to see the event details and command response contained within the report. However, command climate data will not be visible outside the reporting squadron.

VOLUME 4: CHAPTER 4

MISHAP REPORTING

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 4

MISHAP REPORTING

0401 GENERAL

040101. Reporting of defined naval aviation mishaps shall be in accordance with reference (a) except as made more restrictive by this Order.

040102. Squadrons and units experiencing a mishap will apply appropriate cost estimate procedures to obtain an initial mishap classification. It is understood that mishap classification may be updated at the cost estimate as defined per reference (a). The requirement to later modify an initial mishap classification will not be viewed adversely as additional staff actions are applied to the initial estimates. What is absolutely critical is that commanding officers understand that the initial estimate must be the most conservative assessment, and capture the absolute worst-case costing estimate to then determine what initial mishap investigation steps need to be taken. When in doubt, assume the worst, convene the AMB, and begin the required post-mishap procedures. The safety information lost by delaying the required steps set the conditions for the next identical mishap.

040104. Squadrons and units should not hesitate to request investigation assistance from COMNAVSAFECEN and the CMC Safety Division.

040105. All safety message traffic shall include CMC (SD) as an information recipient.

040106. Squadrons should contact CMC (SD) at 703-604-4173 with any questions on the above.

040107. Reporting timeline is per reference (a).

VOLUME 4: CHAPTER 5

AVIATION SAFETY REQUIREMENTS

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 5

AVIATION SAFETY REQUIREMENTS

0501 SURVEYS AND ASSESSMENTS

050101. SAFETY CLIMATE SURVEYS

Safety climate surveys are valuable tools for assessing the health of a unit's safety culture, as well as levels of trust and communication within the unit.

A. All aviation group headquarters (i.e., Marine Air Group (MAG), Marine Wing Support Group (MWSG), Marine Air Control Group (MACG) and their Personnel Support Detachments) shall conduct the Higher Headquarters (HHQ) survey within 90 days of change of command and annually thereafter. HHQ surveys can be accessed through the Ground Climate Assessment Survey System (GCASS) website. The CMC (SD) website (<https://www.safety.marines.mil/>) contains a button that the user may use to access the GCASS website (<https://www.semperisurveys.org/>).

B. All flying, Unmanned Aircraft System (UAS), MALS, and permanent aviation detachments shall conduct a survey to assess command climate within 30 days of a change of command in order to establish a baseline for the new commander. All surveys can be accessed through the Marine Corps Aviation Survey System (MCASS) website. The CMC SD website contains an icon to access the MCASS website (<https://www.marineaviation.org/>). This survey shall include the below components as applicable to the command:

1. The Command Safety Assessment (CSA) obtains input from aircrew - those individuals who operate aircraft.

2. The Maintenance Climate Assessment Survey (MCAS) obtains feedback on safety climate perceptions from aircraft maintainers.

3. The Administrative Support Personnel Assessment (ASPA) survey is available for non-aircrew, non-maintenance personnel within aviation units and organizational level maintenance units to include S-Shop personnel who do not fly or perform maintenance.

C. Commanders in their second and subsequent years shall conduct one of the following annually from the date of the last survey.

1. Appropriate CSA/MCAS/ASPA surveys. Ensure the proper survey is assigned to each division within the squadron.

2. Culture Workshops. Aviation contact Commander Naval Air Forces (CNAF). Ground units contact Safety Division. See Volume 1, *Marine Corps Safety Management System Overview*, Chapter 6, *Safety Assurance*.

3. A NAVSAFECEN Risk-Based Safety Assessment. The command may use a NAVSAFECEN assessment as a post-change of command baseline survey as long as the 30-day requirement is satisfied.

D. Any of the above listed surveys shall also be conducted following a change of aircraft model, permanent change of operating base, or a change of significant number of personnel in key billets.

E. All aviation support squadrons (MWSG squadrons, MACG squadrons and Marine Wing Headquarters squadrons) shall adhere to the Marine Corps GCASS requirements detailed in Volume 1 of this order.

F. Aviation commanding officers should access, via the GCASS website, a set of ground safety climate surveys to assess the posture of a commander's ground safety management system. Marine squadrons shall access all ground safety climate surveys on the GCASS website.

G. Completion of the baseline and annual safety climate surveys (or their authorized replacements) are considered a minimum acceptable requirement.

H. Squadron CO/OICs shall verbally debrief their Higher Headquarters on their CSA, MCAS, and ASPA results within 14 days of receiving their survey debrief.

050102. COMMAND SAFETY ASSESSMENT

A. CMC SD will conduct command safety assessments upon request, and at a minimum of every 36 months. See Volume 1, *Marine Corps Safety Management System Overview*, Chapter 6, *Safety Assurance*.

0502 COUNCILS, COMMITTEES AND BOARDS

050201. AVIATION SAFETY COUNCIL

A. Squadrons, air stations and facilities, and other large aviation commands shall form an Aviation Safety Council (ASC) per reference (a). The council will set goals, manage assets, review safety-related recommendations, and keep records of their meetings.

B. ASCs meet at least quarterly.

C. The council, with the ASO, GSO and the unit FS or AMSO as permanent members, should review command plans, policies, procedures, conditions and instructions to ensure currency, correctness and responsiveness to safety recommendations. Membership should also include the XO, and the Aviation Ordnance Officer. Composite squadrons shall include the detachment officers-in-charge (OICs), and at least one safety representative from each detachment.

D. Minutes from council meetings shall be routed for endorsement, comment and action to CO via his designated routing chain. The ASO shall ensure the minutes are published and disseminated to all officers, staff NCOs, and aircrew.

E. The CO shall ensure aviation detachments not co-located with the squadron are included in the squadron's ASC, and may direct additional supporting aviation safety council duties to the remotely located detachment commanders.

050202. ENLISTED AVIATION SAFETY COMMITTEE (EASC)

A. Flying squadrons and MALS shall form an EASC. The EASC shall identify and review safety deficiencies and make recommendations for improving safety practices and awareness. Membership shall include, but is not limited to, enlisted representatives from all work centers and divisions.

B. EASCs meet at least quarterly..

C. Minutes from the meeting shall be routed for endorsement, comment, and action to the CO via his designated routing chain. The Enlisted NATOPS NCO or Aviation Safety Specialist shall ensure the minutes are published and disseminated to all work centers, aircrew and maintenance personnel.

D. The CO shall ensure aviation detachments not co-located with the squadron are included in the squadron's EASC, and may direct additional EASC duties to remotely located detachment commanders.

050203. STANDARDIZATION BOARD

A. Shall review flight operations execution within the squadron or unit, to include all tactics, techniques and procedures to ensure standardization, and that flight operations are in accordance with the appropriate OPERATING AREA Course Rules, Maneuver Description Guides (MDG), NATOPS, and squadron SOP. The Standardization Board shall ensure all designated instructors are held to the highest standards of performance and conduct. When instructors do not meet standards, the board will recommend corrective actions to the CO.

B. Shall recommend approval of new flight designations to the CO, review previous designations of all members of the command, and review current selection and designation requirements.

C. Membership will consist of the XO, DSS, Operations Officer, ASO, NATOPS Officer, Weapons and Tactics Instructor (WTI), unit Flight Leadership Standardization Evaluator (FLSE), WTI Crew Chief Instructor, and flight surgeon, where applicable, and other personnel as directed by the CO. Composite squadrons shall include the detachment OIC or other representative from each detachment.

D. Contract Instructors shall be Standardization Board members at Fleet Replacement Squadrons (FRS) and should be included as squadron standardization board

members for non-FRS squadrons. Marine Aviation Training System Site (MATSS) officers-in-charge at each Marine Corps Air Station shall ensure standardization of Contract Instructors per Training and Readiness Programs of Instruction (POI), T/M/S specific directives, and all other applicable Marine Corps directives.

E. The CO shall make comments on published minutes. A formalized tracking tool such as a read and initial board should be used to ensure all aircrew have read Standardization Board results.

F. Active duty squadron Standardization Boards meet at least monthly; reserve squadron boards meet at least quarterly.

G. The CO shall ensure aviation detachments not co-located with the squadron are included in the squadron's Standardization Board, or delegate the Standardization Board duties to the detachment commander.

050204. HUMAN FACTORS COUNCIL (HFC)

A. The HFC is a non-punitive forum used to evaluate an individual's current level of training, qualification progress, flight discipline, and job performance. The HFC shall review the personal and professional characteristics of all aircrew that fly in squadron aircraft. The HFC shall include the CO or XO, SgtMaj, ASO, Operations Officer, Pilot Training Officer (PTO), NATOPS Officer, the FS and other personnel as directed by the commander. Composite squadrons shall include the detachment officers-in-charge, or other designated representatives from each detachment.

B. Active duty squadron HFCs meet at least monthly; reserve squadron HFCs meet at least quarterly.

C. HFC reports, notes, materials or other products shall be retained by the CO and the Human Factors Board. All materials shall be treated and labelled as For Official Use Only (FOUO). This information should be protected against inappropriate disclosure, and retained until no longer relevant. This information is for the CO's use to identify hazards and manage associated risks; it shall be kept in confidence and not be used for disciplinary or administrative action.

D. The CO shall ensure aviation detachments not co-located with the squadron are included in the squadron's HFC, or delegate the HFC to the detachment commander.

050205. HUMAN FACTORS BOARD (HFB)

A. HFBs are an administrative, formal review of all known factors potentially affecting an individual's ability to perform aircrew responsibilities in a safe and efficient manner. The HFB shall identify specific problems and provide a course of action for resolution. A formal report with conclusions and recommendations shall be produced and forwarded to the CO for

determination of final action. HFBs are non-punitive, and results shall not be used for disciplinary action.

B. COs shall convene an HFB whenever an aircrew's ability to safely perform flight duties is in question. Normal board composition includes the XO (chairman), an ASO, a flight surgeon, and another experienced officer. In the event an enlisted crew member is the subject of the HFB, a senior enlisted crew member shall be included.

050206. INSTRUMENT FLIGHT BOARD

Squadrons may be required to maintain an Instrument Flight Board in accordance with reference (b). The members of this board are charged with conducting instrument evaluations. Instrument flight procedures, standardization issues, or concerns not adjudicated by the Standardization Board shall be forwarded for resolution to the Instrument Flight Board.

Figure 5-1: The Safety Requirements Matrix

The Safety Requirements Matrix provides commanders and safety officers a visual reference tool for specific the completion of aviation requirement contained in this order. These requirements are the minimum acceptable standards for flying squadrons, VMU squadrons, MALS and MAGs. Satisfaction of all minimum requirements demands close coordination across all departments within the squadrons, groups, wings and MARFORs. Deviations from these requirements must be intentional, and authorized only after a deliberate risk management process has been applied and the identified deviation risks have been accepted in writing at the appropriate level. Compliance with all aviation safety management requirements will be tracked using the Aviation Safety Awareness Program at <https://asap-usmc.com> under the tracker tab > standard report. Updates to populate the standard report will be made under the tracker tab > updates > requirements.

MARINE CORPS SAFETY MANAGEMENT SYSTEM

Safety Requirements Matrix				
Status Elements	Requirement	Reference	Background	Notes
30-Day Command Safety Assessment /Survey Baseline	Within 30 days of Change of Command	MCO 5100.29C OPNAVINST 3750.6S	Determine baseline command climate.	
Annual Command Safety Assessment /Survey	Annually, from the date of completion of the 30-day baseline survey	MCO 5100.29C OPNAVINST 3750.6S	Determine command climate.	Cultural Workshop or Safety Assessment may be substituted to meet this requirement.
CMC SD Command Safety Assessment Visit	Every 36 months, conditionally, or upon request	MCO 5100.29C	Not to be confused with the surveys	Subject to CMC SD evaluator availability
Human Factors Council	Monthly for active component / Quarterly for reserve component	MCO 5100.29C OPNAVINST 3750.6S	Review of the physical condition, psychological well-being, attitude and motivation of aircrew and squadron personnel	
Standardization Board	Monthly for active component / Quarterly for reserve component	MCO 5100.29C	Discuss standardization within the squadron and maintain selection and qualification process of aircrew.	
Enlisted Aviation Safety Committee	Monthly	MCO 5100.29C OPNAVINST 3750.6S	Discuss safety deficiencies and recommend improvements to safety practices and awareness.	
Aviation Safety Council	Quarterly	MCO 5100.29C	Review command plans, policies, procedures, conditions and instructions to ensure their currency, correctness and responsiveness to safety recommendations.	
NATOPS Inspection	18 Months	OPNAVINST 3710.7	Ensure squadron and aircrews are adhering to NATOPS procedures and requirements.	
Naval Safety Center Risk-Based Safety Assessments	Substitute for Command Safety Assessment /Survey	MCO 5100.29C OPNAVINST 3750.6S	Identify organizational strengths and potential hazards, which are often the results of a unit's culture.	Squadrons are selected by NAVSAFECEN
CO Aviation Safety Commanders Course	Prior to change of command	MCO 5100.29C OPNAVINST 3750.6S	Officers slated for command must complete appropriate aviation command related training.	Complete prior to assuming command.
Aviation Safety Officers Course	As per OPNAVINST	MCO 5100.29C OPNAVINST 3750.6S	Ensure officers assigned complete SAS ASO Course prior to assuming billet	

VOLUME 5

RECREATION AND OFF-DUTY SAFETY (RODS) PROGRAM

SUMMARY OF VOLUME 5 CHANGES

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VOLUME 5: RECREATION AND OFF-DUTY SAFETY (RODS) PROGRAM

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REFERENCES

- (a) SECNAVINST 5100.10K, Department of the Navy Safety Program 12 May 2015
- (b) MCO 5100.29C, Volume 2, Risk Management
- (c) MCO P1700.27B CH 1, MCCA Policy Manual, 9 Mar 2007
- (d) DODI 6055.07, Mishap Notification, Investigation, Reporting, and Record Keeping, June, 6, 2011
- (e) MCO P5102.1B CH 2, Navy and Marine Corps Mishap and Safety Investigation Reporting, and Record Keeping Manual of 7 Jan 2005
- (f) MCO 5100.29C, Volume 1, Marine Corps Safety Management System (MCSMS)
- (g) MCO P1710.30E
- (h) MCO 1700.39, Marine Corps Recreation Program
- (i) MCO 1700.36B, Single Marine Program (SMP)
- (j) MCO 1700.29, Semper Fitness and Health Promotion

VOLUME 5: CHAPTER 1

RECREATION AND OFF-DUTY SAFETY PROGRAM

SUMMARY OF SUBSTANTIVE CHANGES

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CHAPTER 1

RECREATION AND OFF-DUTY SAFETY PROGRAM

0101 DISCUSSION

This chapter assigns responsibilities and establishes requirements for the Marine Corps Recreation and Off-Duty Safety (RODS) Program. This chapter significantly revises prior policy by emphasizing the continuous application of the Risk Management (RM) principles and process as detailed in Volume 2 of this order, and the requirements detailed in reference (a).

0102 BACKGROUND

The Marine Corps is committed to the safety of all Marines, their families, and the public. This commitment extends to all recreational and off-duty activities, as the loss of personnel to mishaps adversely affects both unit readiness and our Marines' families and communities. An effective RODS program is vital to individual and unit health, and overall operational readiness.

The RODS program has historically been managed separately from other operational safety program elements. This chapter incorporates RODS into the new Marine Corps Safety Management System (MCSMS) to better align the RODS program requirements and to highlight the fundamental goal of the system, to have Marines continuously identifying hazards, assessing risk, and implementing controls. Integration of RODS into the MCSMS framework allows the Marine Corps to systemically extend RM and other safety principles to the recreational and off-duty environment, which is critical because historically most Marines are injured and killed when they are off-duty.. This Volume and the larger MCSMS provide leaders with management tools to help identify recreational and off-duty hazards and make sound risk decisions.

0103 SCOPE

010301. THIS CHAPTER APPLIES TO THE FOLLOWING:

- A. All Marine Corps active duty military members, on-duty and off-duty.
- B. All Marine Corps reserve personnel, on-duty and off-duty while in any type of active duty status.
- C. All Marine Corps civilian employees while on-duty or in an official travel status.
- D. All individuals participating in recreational activities on Marine Corps owned or controlled property.

0104 CORE PROGRAM REQUIREMENTS

010401. SAFETY POLICY STATEMENT

Commander's intent regarding RODS will be included in the Safety and Occupational Health (SOH) policy statement required by this Order. Commanders should regularly emphasize RODS Risk Management.

010402. SUPPLEMENTAL SOH POLICIES

SOH policies developed to supplement this chapter will include specific procedures for RODS program management.

010403. RISK MANAGEMENT

As required in reference (b), the RM process will be applied to manage and control risk for RODS at all levels. Potential hazards associated with RODS events and activities will be fully assessed in advance. Risk assessment and implementation of controls will be made at the lowest authority level possible. The goal is to ensure all hazards are accounted for and mitigated.

A. Continuous Engagement. Individual military members require direct one on one communication from leaders at all levels to reinforce the need to incorporate risk management into all recreational and off-duty decision making. Group discussions (safety briefs) are acceptable for multiple participants of specific on-duty organizational or general off-duty RODS events and activities. All briefs and discussions should reinforce the need to continuously identify hazards, assess risk, and implement safety controls for both individual and group activities.

B. High-risk Recreational Activities. Military members that participate in high-risk recreational activities must review the details of their plan with the unit safety officer prior to engaging in the activity. Examples of high-risk recreational activities include skydiving, paragliding, scuba diving, white water rafting/kayaking, vehicle racing to include formal racing/defensive driving instruction, remote hiking and camping, and rodeo participation. Commands may define their own list of high-risk activities. The review will include an assessment of the participant's knowledge and ability to perform the activity, and hazard analysis of the activity. Supervisors will ensure members participating in high-risk activities complete an assessment prior to execution. The individual assessment is not a briefing, but rather a discussion with the individual to determine state of readiness, training, and physical ability to perform the activity. This assessment may be conducted by the command RODS Program Manager (PM), supervisor, or another command-directed designee.

C. Recreational Operations and Equipment. Equipment and facilities provided by Marine Corps Community Service (MCCS) for off duty recreational purposes must meet rigid safety standards. Introduction of large scale recreational operations or local purchase/installation of recreational equipment outside of the MCCS needs to meet the same safety standards and requirements used by MCCS. Commands establishing their own recreational operations or purchasing RODS equipment will consult with their local MCCS staff or another qualified safety authority to ensure a thorough risk analysis is completed. At a minimum, the safety considerations

listed in manufacturer instructions and reference (c) will be maintained for MCCA type operations and equipment.

010404. HAZARD IDENTIFICATION

Hazard identification for RODS-related facilities will be accomplished during the inspections required in Volume 1 Chapter 4 of the MCSMS. SOH inspections of these areas will focus on the identification of hazards that may cause injury or illness to on-duty workers, off-duty USMC personnel (military and civilian), and patrons of MCCA areas.

010405. DOCUMENTATION, TRACKING AND ABATEMENT

Inspection findings will be documented and abated. Inspectors will document and assign a Risk Assessment Code (RAC) for each RODS-related deficiency in the same manner as other SOH hazards. RODS deficiencies assigned a RAC 1, 2, or 3 not abated or mitigated within 30 days will be documented in a unit's formal hazard abatement plan. Hazardous areas and equipment must be taken out of service or restricted from further use until full abatement is accomplished or effective interim controls are in place that adequately prevent injury or illness.

010406. MISHAP REPORTING AND INVESTIGATION

Department of Defense (DoD) mishaps related to RODS will follow the reporting, investigation, and recordkeeping requirements in accordance with reference (d) and reference (e)

010407. SELF-ASSESSMENT AND MANAGEMENT EVALUATION

RODS will be included as a standard element under the command annual SOH self-assessment detailed in Volume 1 Chapter 4 of this Order. Higher Headquarters will provide oversight of RODS program effectiveness during review of subordinate command SOH self-assessments.

010408. REQUIRED TRAINING

This paragraph details the minimum requirements for all RODS programs. Additional training requirements may be developed at all levels of command to support regional, installation, activity, or local programs.

A. Command Indoctrination Training. Commands will ensure that all military members and civilian employees receive training on the requirements of this and other supplemental RODS policies as part of their command indoctrination. Training will include awareness of the RODS program, individual responsibilities, and local hazard awareness training which should include known local hazards, local laws, restricted areas, and common geographic high-risk recreational activities.

B. RODS Briefs. RODS briefs are required for all military members prior to any holiday, foreign port visits, returning from deployment, seasonal change, or when RODS mishaps highlight the need for additional training. RODS briefs may be informal or formal and encompass a variety of training methods including safety stand-downs, division and department briefs,

supervisory briefs, mishap testimonials, videos, and guest speakers. These briefings should be carefully prepared to minimize the time burden on the command. Local installation RODS program managers will provide assistance with RODS training information and briefing materials.

C. Specific Participant Training. Individuals desiring to engage in RODS activities with mandatory training will successfully complete the required training. Commands may also choose to require the completion of training that would otherwise be optional before allowing members to participate in high-risk recreational activities specific to a geographic location.

D. MCCS Patron Training. MCCS-authorized patrons will be provided training in safety techniques and procedures associated with the use or receipt of MCCS-controlled recreational areas or equipment that potentially exposes the user to safety or health hazards. Patrons will be trained by staff qualified to provide instruction on safety measures specific to the equipment or activity. Training qualifications of MCCS staff providing instruction will meet the requirements in reference (c). Patrons may be allowed to show proof of safety course completion by recognized and approved organizations to meet MCCS patron training requirements.

E. Group Physical Training/Recreational Events. Participants in command directed recreational events outside of MCCS-controlled facilities will receive guidance on safety precautions to prevent mishaps in advance of the activity. This guidance may include techniques for pre- and post-activity exercise and how to properly use required personal protective equipment. Commands may request this guidance from local MCCS staff on recreational safety procedures for events outside MCCS facilities.

MARINE CORPS SAFETY MANAGEMENT SYSTEM

REQUIRED RODS TRAINING			
	REQUIRED FOR	PERIODICITY	RESPONSIBILITY TO PROVIDE
COMMAND INDOCTRINATION TRAINING	Military/Civilian	At Indoc/Check-In	Command RODS PM
SAFETY BRIEFS	Military	Prior to Holiday/Foreign Port Visits/Return from Deployment/Change of Seasons/Lessons Learned After Significant RODS Mishaps	Command RODS PM
SPECIFIC PARTICIPANT TRAINING	Military-Situational	In advance of subject activity participation	Obtained by Member
MWR PATRON TRAINING	Patrons at MCCS Facilities	Situational-Based on Activity and/or Locally Established Policy	MCCS Staff
GROUP PHYSICAL TRAINING/ RECREATIONAL EVENTS	Military/Civilian in advance of command directed activities	Situational-Based on Activity and/or Locally Established Policy	Command RODS PM

010409. SAFETY COUNCILS AND COMMITTEES

Safety councils and committees will include RODS as a standard agenda item. Safety working groups, councils, or committees established for specific concerns are exempted from this requirement.

010410. COMMUNICATION

Supplementary RODS materials will be provided to military members and civilian employees and should be posted in public spaces to reinforce the requirements of this policy, requirements of supplemental polices, common risk management or mishap prevention solutions, or local concerns. These materials may include emails, social media messages, articles, pamphlets, signage, and other command approved communication mediums. Safety councils and committees that review RODS-related issues will ensure any official decisions or findings are communicated to the affected personnel.

VOLUME 5: CHAPTER 2

ROLES AND RESPONSIBILITIES

SUMMARY OF SUBSTANTIVE CHANGES

Hyperlinks are denoted by ***bold, italic, blue and underlined font.***

The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.

All Volume changes denoted in **blue font** will reset to black font upon a full revision of this Volume.

CHAPTER VERSION	PAGE PARAGRAPH	SUMMARY OF SUBSTANTIVE CHANGES	DATE OF CHANGE

CHAPTER 2

ROLES AND RESPONSIBILITIES

0201 DIRECTOR, COMMANDANT OF THE MARINE CORPS (CMC) SAFETY DIVISION (SD)

A. Develop Recreational Off-Duty Safety (RODS) program policies, objectives, and directives and provide management of all aspects of mishap prevention.

B. Ensure proper interpretation of RODS program requirements and conduct RODS assessments for Marine Corps commands and activities as directed or requested.

C. Consult the Director, Personal and Family Readiness Division for all MCCA-related safety matters.

D. Develop and distribute RODS awareness products and actively promote RODS via seminars, conferences, training, and safety fairs.

E. Analyze mishap data to identify mishap trends and causal factors. Facts, conclusions, recommendations, and countermeasures developed as a result of these analyses will be provided to the CMC to support recommended policies to improve the RODS program.

0202 COMMANDER, NAVAL SAFETY CENTER (COMNAVSAFECEN)

Serve as the repository for all reportable RODS mishap reports, and provide RODS statistics, trend analysis and recommendations to improve the overall RODS program in accordance with reference (d).

0203 SAFETY DIRECTOR, MARINE CORPS INSTALLATIONS COMMAND (MCICOM)

A. Provide resources and guidance to MCICOM installations in support of RODS program compliance in accordance with this chapter.

B. Ensure installations provide tenants the RODS core program requirements.

C. Conduct oversight of RODS program elements.

0204 DIRECTOR, MANPOWER AND RESERVE AFFAIRS (M&RA)

A. Per references (h), (i), and (j), ensure that MCCA recreation program policy addresses safety standards necessary to conduct activities within an acceptable level of risk.

B. Ensure that safety specialists participate in multi-disciplinary inspections of all youth programs annually.

0205 INSTALLATION COMMANDERS

Installation Commander are responsible for ensuring full implementation of the safety standards prescribed by this order. These requirements include the following:

A. Appoint in writing a qualified Safety & Occupational Health specialist to serve as the installation RODS Program Manager with the authority to successfully execute the program.

B. Routinely distribute recreational and off-duty promotional materials. This information may include the following: home safety, RM, Consumer Product Safety Commission (CPSC) Publications, Coast Guard Consumer Fact Sheets, and National Safety Council Bulletins. Other resource information is available at the Naval Safety Center website (www.safetycenter.navy.mil) and the Headquarters Marine Corps Safety Division website (www.safety.marines.mil).

C. Ensure safety and health inspections of recreational activities, to include facilities and equipment, are conducted at least annually, per reference (e). Inspection criteria identified in references (c) and (f) will be used for swimming pools and waterfront areas. In addition to applicable Marine Corps orders, federal OSHA standards and other national consensus standards will be reviewed and used if applicable.

D. Ensure a written report is provided to the official in charge of any inspected facility no later than 15 working days after completion of inspection, per reference (e).

E. Ensure deficiencies which are not corrected within 30 days are tracked in the installation's Hazard Abatement Log, per reference (e), until corrected.

F. Ensure daily mishap incident logs, required by reference (e), are reviewed during inspections, and assistance is provided with developing preventive measures.

G. Review training records during inspections to ensure personnel and patrons receive activity-specific safety training, as appropriate.

H. Review Standard Operating Procedures (SOPs) annually and whenever significant program or facility changes are completed.

I. Review all safety checklists used by unit safety officers annually. Sample checklists can be found on the Naval Safety Center website in the recreation section.

J. Review all plans for proposed construction or renovation to facilities for safety and health considerations prior to and during all phases of construction.

K. Per reference (d), ensure timely and accurate investigations and reporting of injuries and deaths.

0206 INSTALLATION MCCS DIRECTORS

Installation MCCS Directors shall accomplish the following:

A. Assign an MCCS safety officer in writing, who shall be trained per references (e) and (g).

B. Develop and publish SOPs, including minimum safety requirements, for the use of all MCCS facilities and equipment. The facility supervisor shall provide activity-specific safety training to patrons, as appropriate. SOPs shall be displayed in appropriate locations. The area/activity/facility supervisor will develop a process for tracking the completion of all required training and testing requirements. Training records will be maintained per reference (d).

C. Ensure safety and health inspection reports are reviewed and appropriate written responses are returned to the Installation Safety Office within 30 days of unit receipt. Abatement actions shall be reported for each item identified during the inspection.

D. Ensure written emergency action plans are properly posted and include medical, fire, and evacuation plans. Include emergency phone numbers, specific billet responsibilities and any other pertinent information and training.

E. Enforce the use of required Personal Protective Equipment (PPE) for patrons participating in all MCCS-sponsored activities.

F. Attend installation Safety Council meetings.

G. Forward initial and final accident and incident reports for accidents occurring during MCCS program to CMC Safety Division within 48 hours for liability reporting to commercial carriers and claims adjudication.

0207 COMMANDING OFFICERS (COs) AND OFFICERS IN CHARGE (OICs)

A. Establish a command RODS program compliant with the requirements detailed in this chapter.

B. Include RODS specific commander's intent in the SOH policy statement. Where established, ensure SOH policies developed to supplement this chapter include local RODS requirements.

C. Appoint a command RODS Program Manager with the authority to successfully execute the program. The position can be filled by the ground safety officer.

D. Coordinate safety inspections of command owned or controlled MCCS recreational areas.

E. Ensure RODS training is provided to command military members and civilian employees as required.

F. Ensure self-assessment of the command RODS program is conducted as a part of the SOH self-assessment at least annually, and complies with all requirements specified by higher level commands.

G. Ensure command RODS Program Managers participate in safety councils, safety committees, or and contribute to the creation of safety promotion materials.

H. Ensure RODS mishaps are reported, investigated, and documented in accordance with this order's requirements, and corrective actions are implemented to mitigate risks associated with identified hazards.

I. Provide local area/host nation hazard briefs to newly assigned and tenant military members and civilian employees within 30 days of arrival.

J. Enforce compliance with appropriate personal protective equipment requirements for all command directed or sponsored RODS events.

K. Ensure risk management is integrated into all off-duty activities.

L. Ensure purchases or installation of command procured RODS equipment not provided through local MCCA office meets all safety requirements. Local MCCA staff may be consulted for guidance.

0208 COMMAND RODS PROGRAM MANAGERS

A. As directed by the CO/OIC, maintain a command RODS program that meets the requirements of this chapter.

B. Provide RODS indoctrination, safety briefs, or group event training required by this chapter to command military members and civilian employees.

C. Coordinate annual safety inspections of command owned or controlled MCCA recreational areas.

D. Maintain records of command military members participating in high-risk recreational activities.

E. Conduct and assist supervisors with RODS high-risk recreational activity assessments.

F. Represent the command and communicate RODS-related concerns at safety council or committee meetings.

G. Complete the RODS section of annual command SOH program self-assessments, as required by this chapter and higher command policies.

0209 SUPERVISORS

- A. Require military members and civilian employees to comply with all safety and PPE requirements during all RODS activities.
- B. Ensure military members and civilian employees receive required RODS training.
- C. Incorporate and encourage the application of RM principles into all RODS programs and activities.
- D. Prohibit military members from participating in high-risk recreational activities alone.
- E. Encourage military members and civilian employees to stop and reevaluate risk when RODS activities become unsafe or are more hazardous than anticipated, and to have a plan that includes abort criteria and a plan to halt the activity if required.
- F. Review RM assessments submitted by military members preparing to engage in high-risk on-duty and off-duty recreational activities prior to execution.
- G. Ensure RODS mishaps are correctly reported, investigated, and documented, and corrective actions are implemented to reduce the risk of future mishaps.
- H. Ensure subordinates understand and meet their responsibilities required by this chapter.

0210 INDIVIDUAL RESPONSIBILITY

- A. Use the RM process to identify hazards, assess risk, and implement controls before and during participation in recreational and off-duty activities. Stop and reevaluate risk when RODS activities become unsafe or more hazardous than anticipated, and to have a plan that includes abort criteria, and a plan to halt the activity if required.
- B. Have the required level of knowledge and physical ability before participation in any RODS activity.
- C. Wear all required or appropriate personal protective equipment.
- D. Refrain from engaging in high-risk recreational activities alone.
- E. Stay aware of the command's list of high-risk recreational activities and inform the chain of command before participating.
- F. Complete a high-risk recreational activity assessment with the command RODS program manager or supervisor in advance of high-risk recreational activity participation.

G. Complete any required training, gain certifications, or meet applicable qualifications in advance of participation in any high-risk recreational activities and submit documentation to a supervisor and the command RODS program coordinator.

H. Report RODS-related mishaps to a supervisor or chain of command as soon as possible.

I. Report hazards or deficiencies in MCCS recreational areas to MCCS staff.

J. Comply with all local, state, national, or host nation laws, regulations and rules when participating in RODS activities.

K. Wear all required or appropriate personal protective equipment during participation in recreational activities while on-duty or off-duty at MCCS-controlled recreational areas.

L. Report on-duty and off-duty recreational mishaps to a supervisor or the chain of command as soon as possible.

M. Comply with all local, state, national, or host nation laws, regulations and rules when participating in recreational activities while on- or off-duty.