



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 12TH COMBAT AVIATION BRIGADE  
ANSBACH ARMY HELIPORT, GERMANY  
APO AE 09177-8710

REPLY TO  
ATTENTION OF:

AETV-CAB

9 July 2013

MEMORANDUM FOR All 12<sup>th</sup> Combat Aviation Brigade (CAB) Military and Civilian Personnel

SUBJECT: 12<sup>th</sup> CAB Command Policy Letter 8, Safety Philosophy

1. Safety is a critical aspect of everything we do, both on and off duty. My safety philosophy can be summarized in four broad categories: do the right thing for all tasks; assess and manage risk for all tasks; receive the right level of approval for the mission/task; and get serious about off-duty accident prevention.

2. Do the right thing. Most Soldiers/civilians know what right looks like. Unsafe acts generally occur when Soldiers/civilians are not doing the right thing. These failures occur when tasks are not accomplished to standard, when insufficient pre-mission planning failed to identify risks inherent in an operation, or when Soldiers/civilians lack the discipline to execute in a deliberate or mature manner. Leaders/supervisors must train Soldiers/civilians to standard so they know what right looks like. Soldiers must perform to standard with discipline, and then leaders must aggressively enforce and maintain the standard.

3. Assess and manage risk. Most units do a great job assessing and managing risk in the complex, high-risk, tasks because of the level of leader involvement and focus. We are not as diligent in doing so for more routine operations and during off-duty hours. We must conduct risk assessment at three levels: individual; leader; and chain of command. Every Soldier must take care of themselves and their buddy, on and off duty. Leaders/supervisors must take care of all Soldiers/civilians under their charge – providing training, supervision and coaching – so they make the right decisions when the time comes. The chain of command is charged with setting the conditions (providing training and framework) for operations to be conducted as safely as possible. If it doesn't have a task, condition, and standard, or is not a recognized procedure or tactic – stop! These tasks will require a formal risk mitigation process. The "Five Step Risk Mitigation" process and the DA form 7566 will be utilized where necessary. Thorough risk management procedures equates to applying common sense and good judgment to every mission, without exception. Integrate and instill composite risk management in everything we do (on and off duty) to mitigate unacceptable risks. Leaders must stay engaged and enforce, daily.

4. Receive the right level of approval. I expect all 12<sup>th</sup> CAB members to operate in a mature and disciplines manner. This means before executing a mission or task, Soldiers/civilians and leaders/supervisors need to know who can approve the level of risk about to be taken. Whether it is a request for a pass/leave, routine training task or a complex training mission, leaders must ensure the appropriate risk assessment and risk mitigation steps are in place and approved at the

AETV-CAB

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right level. I will underwrite mistakes or accidents when they are executed with maturity and discipline and the proper risk assessment and mitigation steps were in place and followed. I will not tolerate reckless behavior resulting from a lack of maturity or discipline. Commanders will ensure that all safety related positions are staffed and that those individuals receive the required training as soon as possible so they may better perform their duties. Warfighting and Aviation operations are inherently dangerous, but a disciplined and deliberate approach reduces and/or mitigates those risks.

5. Get serious about off-duty accidents. Tough, caring leadership is required to reduce foolish behavior. Despite our Army's success on the battlefield, we are not bullet proof. Aviation operations are often near the "edge"; however, there is no reason to operate near the edge while off duty. I expect leaders to be engaged and pay close attention to high risk Soldiers, providing counseling and corrective action when required. Additionally, ensure the appropriate briefings occur before holidays, long weekends and changes in seasons to focus on known risks.

6. Leaders must develop reward systems for those who are doing the right thing on and off duty and doing it safely. That success is a result of preparation, training and focus and should be rewarded.

7. All Soldiers/civilians have a responsibility to: identify the next predictable accident; identify who will have it; take immediate actions to prevent it, and keep your leadership aware of potential hazards and higher risk Soldiers/civilians. We must achieve safety through prevention, not through investigation. I want you to know my concern for your safety and sincere determination to spare no effort in making your job a safe one.

WINGS OF VICTORY!

A handwritten signature in black ink, appearing to read 'V. H. Torza', with a long horizontal flourish extending to the right.

VINCENT H. TORZA  
COL, AV  
Commanding