

Safety

Leaders Operational Safety Guide:

Pre-Deployment Through Reintegration

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Foreword

Leaders—you are responsible for ensuring the safety of those in your charge. The risk of personal injury and equipment damage in combat, and in the contingency operations pre-deployment, deployment, and reintegration processes, is high. Your duty is to prevent these mishaps.

The accidental loss of personnel or equipment degrades mission readiness and combat effectiveness more than combat losses. While enemy engagements affirm the mettle of our Soldiers and units, accidental losses have a debilitating effect on morale.

The primary cause of fatal accidents in the Army is a failure to follow established procedures. Some people think that rules do not apply during deployments, crises, or in the midst of a war zone. Not so! During these times, rules are more important than ever. As a leader, you are expected to set the example by following and enforcing standards. Accidental losses are preventable!

The Leaders Operational Safety Guide (LOSG) is a tool designed to be used from deployment through reintegration. Your success depends on your ability to identify and address areas that can jeopardize mission success. The LOSG provides just-in-time information to assist you in decision making and risk management.

Take the following steps to obtain the most from this safety guide:

- Identify high-risk areas and address them.
- Tailor the information to suit your mission requirements.
- Empower your safety personnel to manage the safety function while keeping you informed. Support them as they carry out their mission.

Leaders face many challenges. The more information you have to identify hazards, the better your ability to prevent mishaps. Remember, while we cannot determine when and where the next hostile action will occur, accidental losses are 100 percent preventable. Leaders—be there for our Soldiers and do not tolerate accidental losses.

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United States Army Installation Management Command
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Summary. This pamphlet is a tool for commanders, safety personnel, and mission planners for identifying and assessing hazards, developing and implementing controls, and managing the effectiveness of those controls to prevent losses during unit pre-deployment and reintegration.

Summary of Change. This revision makes administrative changes throughout.

Applicability. This pamphlet applies to U.S. Army elements and regionally aligned forces stationed or training within the USAREUR-AF area of operations.

Records Management. Records created as a result of processes prescribed by this pamphlet must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this pamphlet is the Safety Division, Office of the Chief of Staff, HQ USAREUR-AF (mil 537-3092). Users may suggest improvements to this pamphlet by sending an email message to the Safety Division at usarmy.wiesbaden.usareur.list.safety-office-mbx.

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CONTENTS

Leaders Operational Safety Guide	4
How to Use the LOSG	4
Phase 1: Pre-Deployment Activities	5
Safety Related Tasks in Phase 1	6
Phase 2: Movement to Port of Embarkation	7
Safety Related Tasks in Phase 2	8
Phase 3: Strategic Lift	9
Safety Related Tasks in Phase 3	11
Phase 4: Theater Base Reception	12
Safety Related Tasks in Phase 4	13
Phase 5: Theater Onward Movement	14
Safety Related Tasks in Phase 5	15
Phase 6: Sustainment	16
Safety Related Tasks in Phase 6	19
Phase 7: Base Closure	20
Safety Related Tasks in Phase 7	22
Phase 8: Redeployment	23
Safety Related Tasks in Phase 8	26
Phase 9: Reintegration	27
Safety Related Tasks in Phase 9	28
Phase 10: Reconstitution	28
Safety Related Tasks in Phase 10	30
Glossary	31

Leaders Operational Safety Guide

This Leaders Operational Safety Guide (LOSG) is a tool for commanders, safety personnel, and mission planners at all levels to identify and assess hazards (threats to personnel and equipment), develop and implement controls (countermeasures), and supervise and evaluate the effectiveness of those controls to prevent unnecessary loss.

For quick reference, the LOSG describes ten overlapping phases of operations that encompass the full spectrum of deployment activities.

How to Use the LOSG

The pocket LOSG provides a worldview of various types of operations that you can expect to encounter during any phase of deployment. Each phase is provided with specific hazards that you may encounter during that phase of operation or that could adversely affect mission accomplishment. The purpose of this pamphlet is to raise awareness of hazards and emphasize specific areas that require your attention to prevent accidental losses.

Disclaimer: This pamphlet does not replace existing publications or guidance. It is provided merely for information and may be used with other publications.

**PHASE 1:
PRE-DEPLOYMENT ACTIVITIES**

Scope. Pre-deployment activities begin with the notification of an impending deployment and ends with departure from home station or installation staging area (ISA) to a port of embarkation (POE).

Activities. Planning for movement and the preparation of personnel and equipment occur during this phase of the operation. Pre-deployment planning must consist of the integration of risk management principles to avoid future mishaps. Preparation may include base-camp planning, instituting a safety function, reviewing lessons learned, training and licensing, and readiness training.

High-Risk Areas	Controls
Army motor vehicle (AMV) and Army combat vehicle (ACV) accidents - Collisions - Striking personnel	- Enforce drivers training and licensing standards. - Use ground guides. - Conduct preventive maintenance checks and services. - Conduct rollover drills.
Range operations - Inadvertent discharges - Firing outside range fan	- Conduct weapons-handling training. - Provide safety briefs. - Designate a range officer in charge (OIC). - Follow range-safety policy and procedures.
Environmental - Hot- or cold-weather injuries	- Conduct a TA-50 inventory. - Provide injury prevention briefs. - Use the buddy system.
Material handling - Crushing injuries - Dropped equipment	- Enforce equipment training and licensing standards. - Follow equipment load plans. - Ensure that proper equipment is available. - Provide an adequate number of personnel. - Use proper personal protective equipment (PPE).

High-Risk Areas	Controls
Aviation operations - Inadvertent instrument meteorological conditions (IMC) - Drifting into trees or terrain	- Manage crewmember assignments. - Conduct mission briefs. - Conduct environmental training. - Conduct crew coordination training.
Maintenance operations - Not following procedures - Haste	- Enforce by-the-book procedures.
Hazardous materials (HAZMAT) handling - Failure to handle, package, and store material properly - Mixing non-compatible items	- Use HAZMAT 11/12-trained personnel. - Use proper packing procedures. - Use proper PPE. - Ensure load compatibility. - Conduct 100-percent inspections.

SAFETY RELATED TASKS IN PHASE 1

This phase includes the following safety related tasks:

- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.
- Assisting all sections with risk assessments and risk management.
- Developing and assisting with safety training.
- Promoting safety awareness throughout the organization.
- Conducting safety surveys of high-activity and high-risk areas (for example, flight lines, motor pools).
- Serving as the “eyes and ears” of the command for safety related issues.
- Conducting trend analyses of accident data to identify high-risk areas.
- Developing recommendations for risk countermeasures.
- Providing safety recommendations to support command decision making.
- Attending all training and pre-deployment planning meetings.
- Conducting or taking part in accident investigations.

**PHASE 2:
MOVEMENT TO PORT OF EMBARKATION**

Scope. Movement to the POE begins with departure from home station or an ISA and ends with arrival at a marshaling area (MA) or POE.

Activities. During this phase, most activities are associated with convoy operations, cross-country helicopter flights, and commercial transport of personnel and equipment. Movement of personnel and equipment in ISAs and MAs create unusual safety hazards. Workdays may be long, duty hours usually include operations during periods of darkness, and individuals may be inclined to take procedural shortcuts.

High-Risk Areas	Controls
AMV and ACV accidents - Striking personnel - Collision with other vehicles - Rollovers - Falling asleep	- Enforce drivers training and licensing standards. - Use ground guides. - Conduct rollover drills. - Establish designated rest areas.
Material handling - Crushing injuries - Dropped equipment	- Enforce equipment training and licensing standards. - Use load plans. - Ensure that proper equipment is available. - Provide an adequate number of personnel. - Use proper PPE.
Convoy operations - Speeding - Collision with other vehicles - Rollovers - Falling asleep	- Designate a convoy commander. - Provide safety briefs. - Use convoy checklists. - Plan routes. - Use designated rest stops. - Develop a breakdown plan. - Provide for communications.
Deviating from standards - Not using tire cages or other required equipment - Not using PPE - Using shortcuts	- Show command commitment to safe procedures. - Conduct training on standard operating procedures (SOPs). - Enforce of by-the-book procedures. - Allot adequate time for each operation.

High-Risk Areas	Controls
Aviation operations - Deviating from planned route - Pushing weather minimums - Not following positive transfer of control procedures	- Manage crewmember assignments. - Conduct mission briefs. - Set weather condition standards. - Conduct environmental training. - Conduct crew-coordination training.

SAFETY RELATED TASKS IN PHASE 2

This phase includes the following safety related tasks:

- Attending and taking part in all pre-mission briefings (for example, convoy, flight, and safety briefings).
- Providing safety oversight during all load-out operations (for example, aircraft, connexes, vehicles).
- Identifying and loading safety materials for the duration of deployment (for example, computers, contact lists, publications, reference materials).
- Developing policy, procedures, and standards for implementing accident-prevention efforts.
- Providing technical safety expertise and advice to the commander on all safety and occupational-health matters in the command.
- Assisting all sections with risk assessments and risk management.
- Developing and assisting with safety training.
- Promoting safety awareness throughout the organization.
- Conducting safety surveys of increased activity and of high-risk areas (for example, flight lines, motor pools).
- Serving as the “eyes and ears” of the command for safety related issues.
- Conducting or taking part in accident investigations.

PHASE 3: STRATEGIC LIFT

Scope. Strategic lift begins with movement from the MA or staging area (SA) through the POE and ends with equipment and personnel pickup at the receiving end.

Activities. During this phase, activities are associated with equipment preparation, loading, securing, and transportation. Simultaneous activities include the movement of personnel and personal equipment. This phase highlights movements through aerial ports of embarkation, seaports of embarkation, and railheads. The load-out at the departure end and the off-load at the receiving end provide the possibility for catastrophic accidents. These operations are considered among the most dangerous activities in which to engage. Personal injury from crushing and falling are common. Vigilance and strict attention to detail are essential to prevent injuries and equipment damage.

High-Risk Areas	Controls
AMV or ACV accidents - Striking personnel - Collision with other vehicles or equipment - Personnel run over while sleeping	- Enforce drivers training and licensing standards. - Use ground guides. - Conduct policy and procedures training. - Designate rest areas.
Material handling - Crushing injuries - Dropped equipment - Material movement in transit	- Enforce equipment training and licensing standards. - Use load plans. - Ensure that proper equipment is available. - Use proper tie-down and lashing procedures. - Provide an adequate number of personnel. - Use PPE.
Ground maintenance - Taking shortcuts - Using improper procedures - Using improper tools and equipment - Not using PPE	- Use appropriate checklists for all procedures. - Ensure that proper tools and equipment are available. - Provide adequate time to perform related tasks.

High-Risk Areas	Controls
Environmental conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury prevention training. - Designate climate controlled break areas. - Ensure that an adequate supply of food and water is available.
Aircraft maintenance and ground handling - Taking shortcuts - Not following checklists - Not maintaining tools control - Allowing aircraft movement without wing walkers	- Use appropriate checklists for all procedures. - Ensure that proper tools and equipment are available. - Conduct routine tool inventories. - Conduct routine foreign object damage (FOD) sweeps. - Use ground guides.
HAZMAT handling - Failure to handle, package, and store material properly - Mixing non-compatible items	- Use HAZMAT 11/12-trained personnel. - Use proper packing procedures. - Use proper PPE. - Verify load compatibility. - Conduct 100-percent inspections.
Load movement during transit Injury to personnel and damage to equipment from shifting loads	- Use proper procedures and equipment for securing loads. - Conduct load-out inspections.
Railhead operations - Electrocution of personnel coming in contact with overhead wires - Personal injury from falls - Crushing injuries from equipment	- Use direct supervision. - Brief and enforce standards. - Allow no one to climb on loaded vehicles. - Ensure that everyone is briefed on their duties.
Port operations - Injury to personnel from falls, vehicles, machinery, or loads - Equipment damage during loading and unloading - Supercargo injuries from load movements or falls - Water hazards	- Conduct training on port procedures. - Obtain safety and procedures briefs from port authorities. - Enforce by-the-book procedures. - Conduct daily after action reviews (AARs). - Conduct drown-proof training. - Use proper PPE. - Use life preservers.

High-Risk Areas	Controls
Air-load operations - Injury to personnel from falls, vehicles, machinery, or loads - Equipment damage during loading and unloading - FOD to aircraft or engines	- Conduct training on air-load operations. - Obtain safety and procedures briefs from aircraft or airfield authorities. - Enforce by-the-book procedures. - Use daily AARs.

SAFETY RELATED TASKS IN PHASE 3

This phase includes the following safety related tasks:

- Providing safety oversight during all load-out operations (for example, aircraft, connexes, vehicles).
- Establishing and maintaining contact with other military services, Federal and civilian agencies, and host nations when necessary to cooperate on matters of mutual concern.
- Developing and assisting with safety training.
- Promoting safety awareness throughout the organization.
- Conducting routine safety surveys of high-activity and high-risk areas such as SAs, aircraft landing areas, and railheads.
- Serving as the “eyes and ears” of the command for safety related issues.
- Providing safety recommendations to support command decision making.
- Conducting or taking part in accident investigations.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.
- Assisting all sections with risk assessments and risk management.
- Developing recommendations for countermeasures.

**PHASE 4:
THEATER BASE RECEPTION**

Scope. Theater base reception begins with equipment and personnel pickup at the receiving end and ends with onward movement to a forward staging area (FSA).

Activities. During this phase, activities are associated with last-minute preparations of personnel and equipment for mission tasks. Training and classes to support the mission essential task list (METL) must be accomplished before release for movement to the FSA. Preparing for forward movement also entails munitions handling, uploading aircraft and vehicles, and ensuring that equipment is functional. From this point through redeployment, muzzle awareness must be integrated into everyday activities on and off duty. This is the opportunity to obtain information about enemy operations and mission requirements; to adjust tactics and techniques; and to implement additional procedures as necessary.

High-Risk Areas	Controls
<p>AMV and ACV accidents</p> <ul style="list-style-type: none"> - Striking personnel - Collision with other vehicles or equipment - Personnel run over while sleeping 	<ul style="list-style-type: none"> - Enforce drivers training and licensing standards. - Use ground guides. - Conduct policy and procedures training. - Designate rest areas.
<p>Material handling</p> <ul style="list-style-type: none"> - Crushing injuries - Dropped equipment - Material movement in transit 	<ul style="list-style-type: none"> - Enforce equipment training and licensing standards. - Use load plans. - Ensure that proper equipment is available. - Use proper tie-down and lashing procedures. - Provide an adequate number of personnel. - Use proper PPE.
<p>Maintenance</p> <ul style="list-style-type: none"> - Taking shortcuts - Using improper procedures - Using improper tools and equipment - Not using PPE 	<ul style="list-style-type: none"> - Use appropriate checklists for all procedures. - Ensure that proper tools and equipment are available. - Allot adequate time to perform related tasks.

High-Risk Areas	Controls
Environmental conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury prevention training. - Provide climate controlled break areas. - Ensure that an adequate supply of food and water is available.
Range operations - Inadvertent discharges - Firing outside range fan - Failure to follow local procedures	- Follow proper weapons handling procedures. - Provide safety briefs. - Designate a range OIC. - Follow range safety policy and procedures.

SAFETY RELATED TASKS IN PHASE 4

This phase includes the following safety related tasks:

- Developing and helping with safety training. This includes directing weapons safety and muzzle-awareness training.
- Establishing and maintaining contact with other military services, Federal and civilian agencies, and host nations to cooperate on matters of mutual concern.
- Establishing and maintaining contact with higher headquarters safety representatives. Providing a list of safety POCs down to the company level.
- Attending all training and pre-deployment planning meetings.
- Assisting all sections with risk assessments and risk management.
- Serving as the “eyes and ears” of the command for safety related issues.
- Providing safety recommendations to support command decision making.
- Conducting or taking part in accident investigations as necessary.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.
- Providing safety oversight during all load-out operations (for example, aircraft, connexes, vehicles).
- Promoting safety awareness throughout the organization.

- Developing recommendations for countermeasures.
- Conducting routine safety surveys of increased activity and high-risk areas (for example, flight lines, motor pools).

**PHASE 5:
THEATER ONWARD MOVEMENT**

Scope. Theater onward movement begins with movement from the theater base-reception area and ends with arrival at the FSA.

Activities. During this phase, activities are associated with the movement of people, equipment, and mission related material to the FSA. Aviation and convoy operations are the critical tasks in this phase. In addition to accidental risks, tactical risks are of paramount concern. Risk management is performed and implemented in the same way for both types of risks.

High-Risk Areas	Controls
Convoy operations - Speeding - Collision with other vehicles - Brownouts - Rollovers - Falling asleep	- Designate a convoy commander. - Provide safety briefs. - Use convoy checklist. - Plan routes. - Enforce speed discipline. - Use proper space intervals. - Use designated rest stops. - Develop a breakdown plan. - Provide for communications.
AMV and ACV accidents - Speeding - Failure to use ground guide - Rollovers - Driving on soft shoulders - Driving across unknown terrain	- Conduct rollover drills. - Enforce nametag defilade procedures. - Enforce speed discipline. - Enforce seatbelt usage. - Use ground guides. - Establish medical evacuation (MEDEVAC) procedures.

High-Risk Areas	Controls
Aviation operations - Inadvertent IMC - Brownouts - Poor crew coordination - Failure to maintain proper separation - Loss of situational awareness	- Manage crew member assignments. - Conduct mission briefs. - Set weather condition standards. - Conduct environment training. - Conduct crew coordination training.
Maintenance - Taking shortcuts - Using improper procedures - Using improper tools and equipment - Not using proper PPE	- Use appropriate checklists for all procedures. - Ensure that proper tools and equipment are available. - Allot adequate time to perform related tasks.
Environmental Conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury prevention training. - Provide climate controlled break areas. - Ensure that an adequate supply of food and water is available.

SAFETY RELATED TASKS IN PHASE 5

This phase includes the following safety related tasks:

- Assisting all sections with risk assessments and risk management.
- Developing recommendations for countermeasures.
- Providing safety oversight during all upload and download operations (for example, aircraft, connexes, vehicles).
- Attending and taking part in all pre-mission briefings (for example, convoy, flight, and safety briefings).
- Developing policy, procedures, and standards for implementing accident prevention efforts.
- Attending all training and pre-deployment planning meetings.
- Serving as the “eyes and ears” of the command for safety related issues.

- Providing safety recommendations to support command decision making.
- Conducting or taking part in accident investigations.
- Promoting safety awareness throughout the organization with an emphasis on the hazards of collecting war trophies and contraband.
- Developing and helping to conduct safety training. This includes directing weapons safety and muzzle awareness training.
- Establishing and maintaining contact with other military services, Federal and civilian agencies, and host nations to cooperate on matters of mutual concern.
- Establishing and maintaining contact with higher headquarters safety representatives; providing a list of safety POCs down to the company level.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.
- Conducting routine safety surveys of increased activity and high-risk areas (for example, flight lines, motor pools).

PHASE 6: SUSTAINMENT

Scope. Sustainment begins with arrival at the FSA and ends with departure to the aerial port of debarkation (APOD) or sea port of debarkation (SPOD). This phase is the most demanding on people, equipment, and time. Mission related tasks must be conducted; food, shelter, and supplies must be provided to sustain the force; equipment must be serviced; and parts must be replaced.

Activities. During this phase, several activities are managed simultaneously. Activities necessary to sustain life must be performed regularly. Maintenance activities are designed to keep equipment operational and mission-ready. Training is conducted to maintain operational readiness. Activities vary based on the organization and the situation. Complacency poses a serious threat during this phase.

High-Risk Areas	Controls
Convoy operations - Speeding - Collision with other vehicles - Brownouts - Rollovers - Falling asleep	- Designate a convoy commander. - Provide safety briefs. - Use convoy checklists. - Plan routes. - Enforce speed discipline. - Use proper space intervals. - Use designated rest stops. - Develop a breakdown plan. - Provide for communications.
AMV and ACV accidents - Speeding - Failure to use ground guides - Rollovers - Driving on soft shoulders - Driving across unknown terrain	- Conduct rollover drills. - Enforce nametag defilade procedures. - Enforce speed discipline. - Enforce seatbelt usage. - Use ground guides. - Establish MEDEVAC procedures.
Aviation operations - Inadvertent IMC - Brownouts - Poor crew coordination - Failure to maintain proper separation - Loss of situational awareness	- Manage crew member assignments. - Conduct mission briefs. - Set weather condition standards. - Conduct environmental training. - Conduct landing zone site surveys. - Conduct crew coordination training.
Ammunition and explosives accidents - Living and working near explosives such as ammunition storage areas - Equipment loss and damage during explosions - Personnel injury from unexploded ordnance (UXOs)	- Use proper distance separation from ammunition storage sites and from up-armored vehicles. - Ensure proper arms rooms licensing. - Conduct UXO training.
Electrical and fire safety - Overloaded circuits - Use of candles and other open flame sources - Improper use of extension cords - Use of heaters without vents	- Enforce standards. - Conduct routine surveys. - Use only approved heating devices. - Avoid the use of open flames such as candles. - Provide an adequate number of fire extinguishers.

High-Risk Areas	Controls
Maintenance - Taking shortcuts - Using improper procedures - Using improper tools and equipment - Not using PPE	- Use appropriate checklists for all procedures. - Ensure that proper tools and equipment are available. - Allot adequate time to perform related tasks.
Environmental conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury-prevention training. - Provide climate controlled break areas. - Ensure that an adequate supply of food and water is available.
Range operations - Inadvertent discharges - Firing outside range fan - Failure to follow local procedures	- Follow proper weapons handling procedures. - Provide safety briefs. - Designate a range OIC. - Follow range safety policy and procedures.
Material handling - Crushing injuries - Dropped equipment - Material movement in transit	- Enforce equipment training and licensing standards. - Use load plans. - Ensure that proper equipment is available. - Use proper tie-down and lashing procedures - Provide an adequate number of personnel. - Use proper PPE.
Local hazards - Undisciplined drivers - Adverse road conditions - Dangerous plants and wildlife	- Train on all known hazards. - Conduct routine AARs. - Develop unique control measures where none exist.
Sports injuries Minor to major injuries in the form of breaks, pulls, sprains, or tears	- Supervise sporting events. - Designate umpires or referees. - Use proper PPE. - Conduct field surveys before sporting events.

High-Risk Areas	Controls
Rest and recuperation (R&R) activities Accidents and self-inflicted injuries during R&R	<ul style="list-style-type: none"> - Provide pre-departure briefs on potential problem areas. - Use risk management for planned activities. - Designate R&R facilities. - Use the “buddy system.”

SAFETY RELATED TASKS IN PHASE 6

This phase includes the following safety related tasks:

- Establishing a communications network with subordinate and higher headquarters safety representatives and maintaining dialogue to stay abreast of policy, procedures, and current topics.
- Developing a base camp safety SOP to establish policy and procedures specific to the location.
- Working with the commander to establish a standard for safety council meetings.
- Conducting routine safety surveys of the base camp, including ammunition storage, electrical safety, seatbelt usage, and “quantity distance” (the quantity of explosive material and distance separation relationships that define types of protection.)
- Maintaining high level safety awareness initiatives for all areas with an emphasis on improvised explosive devices (IEDs) and UXOs, rollover prevention, weapons safety, and muzzle awareness.
- Clearly defining accident and incident reporting procedures through safety channels.
- Identifying potential accident-investigation board members and maintaining a readily available personnel roster.
- Assisting all sections with risk assessments and risk management.
- Developing recommendations for countermeasures.

- Providing safety oversight during all upload and download operations such as those involving aircraft, connexes, or vehicles.
- Attending and taking part in all pre-mission briefings (for example, convoy, flight, and safety briefings).
- Attending all training and pre-deployment planning meetings.
- Serving as the “eyes and ears” of the command for safety related issues.
- Providing safety recommendations to support command decision making.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.

**PHASE 7:
BASE CLOSURE**

Scope. Base closure begins with the notification that the area occupied will be closed and ends when all personnel and equipment have departed the area. Base-camp closures differ in complexity from platoon or smaller sites to large base camps. The entire staff must be included, starting with initial closure planning meetings. Coordinated staff work with realistic timelines to minimize cost and delays.

Activities. During this phase, activities can include everything identified in the sustainment phase along with environmental clean-up, facility breakdown and shipment, property accountability, real estate, and safety.

High-Risk Areas	Controls
HAZMAT - Harmful exposures because of improper storage, leaks, and lack of proper PPE	- Conduct facility assessments. - Ensure proper containment. - Use proper PPE. - Prepare disposal plans.
Material handling - Crushing injuries - Dropped equipment - Material damaged in transit	- Enforce equipment training and licensing standards. - Ensure that proper equipment is available. - Use proper off-loading procedures. - Provide an adequate number of personnel. - Use proper PPE.

High-Risk Areas	Controls
Convoy operations - Speeding - Collision with other vehicles - Brownouts - Rollovers - Falling asleep	- Designate a convoy commander. - Provide safety briefs. - Use convoy checklists. - Plan routes. - Enforce speed discipline. - Use proper space intervals. - Use designated rest stops. - Develop a breakdown plan. - Provide for communications.
Vehicle accidents - Speeding - Failure to use ground guide - Rollovers - Driving on soft shoulders - Driving across unknown terrain	- Conduct rollover drills. - Enforce nametag defilade procedures. - Enforce speed discipline. - Enforce seatbelt usage. - Use ground guides. - Establish MEDEVAC procedures.
Aviation operations - Inadvertent IMC - Brownouts - Poor crew coordination - Failure to maintain proper separation - Loss of situational awareness	- Manage crewmember assignments. - Conduct mission briefs. - Set weather condition standards. - Conduct environmental training. - Conduct landing zone site surveys. - Conduct crew coordination training.
Maintenance - Taking shortcuts - Using improper procedures - Using improper tools or equipment - Not using proper PPE	- Use appropriate checklists for all procedures. - Ensure that proper tools and equipment are available. - Allow adequate time to perform related tasks.
Environmental conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury prevention training. - Provide climate controlled break areas. - Ensure that an adequate supply of food and water is available.

High-Risk Areas	Controls
Range operations - Inadvertent discharges - Firing outside range fan - Failure to follow local procedures	- Conduct weapons handling training. - Provide safety briefs. - Designate a range OIC. - Follow range safety policy and procedures.
Ammunition and Explosives - Living and working in areas near explosives such as ammunition storage areas - Equipment loss or damage because of explosions - Personnel injury from UXOs	- Establish proper distance separation from ammunitions storage sites, inhabited areas, and up-armored vehicles. - Follow procedures to close arms rooms. - Follow proper packaging procedures for material for transportation. - Conduct UXO training.
War trophy or contraband - Individuals packaging illegal and unsafe material for shipment home	- Conduct briefings on material that may and may not be shipped. - Stress potential hazards to others.

SAFETY RELATED TASKS IN PHASE 7

This phase includes the following safety related tasks:

- Taking part in facility assessments to identify hazardous areas.
- Developing and implementing HAZMAT disposal plans.
- Providing and ensuring proper use of PPE for all personnel.
- Ensuring proper training is conducted for all personnel involved in clean-up operations.
- Promoting safety awareness throughout the organization with an emphasis on the hazards of collecting and transporting war trophies and contraband.
- Establishing a communications network with subordinate and higher headquarters safety representatives and maintaining dialogue to stay abreast of policy, procedures, and current topics.
- Conducting routine safety surveys of the base camp during clean-up operations.

- Maintaining high level safety awareness initiatives for all areas with an emphasis on IEDs and UXOs, roll-over prevention, weapons safety, and muzzle awareness.
- Assisting all sections with risk assessments and risk management.
- Developing recommendations for countermeasures.
- Providing safety oversight during all upload and download operations (for example, aircraft, connexes, vehicles).
- Attending and taking part in all pre-mission briefings (for example, convoy, flight, and safety briefings).
- Attending all training and pre-deployment planning meetings.
- Serving as the “eyes and ears” of the command for safety related issues.
- Providing safety recommendations to support command decision making.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.

PHASE 8: REDEPLOYMENT

Scope. Redeployment begins with movement from the FSA and ends with arrival at the home station. This phase includes all activities encountered during the redeployment process for movement into theater, including the base reception area and an APOD or SPOD.

Activities. During this phase, activities are associated with the movement of people, equipment, and materiel through the rear SA, APOD, SPOD, and railhead to home station. Aviation, convoy, material handling, loading, and unloading operations are the critical tasks in this phase. In addition to accidental risks, tactical risks are a major concern. The closer they get to home, the more likely it is that redeploying Soldiers will relax and let down their guard. Additional effort is therefore needed to ensure that they keep their eye on the mission and all related risks until the mission is completed and everyone has safely redeployed.

High-Risk Areas	Controls
Convoy operations - Speeding - Collision with other vehicles - Brownouts - Rollovers - Falling asleep	- Designate a convoy commander. - Provide safety briefs. - Use convoy checklists. - Plan routes. - Enforce speed discipline. - Use proper space intervals. - Use designated rest stops. - Develop a breakdown plan. - Provide for communications.
Vehicle accidents - Speeding - Failure to use ground guides - Rollovers - Driving on soft shoulders - Driving across unknown terrain	- Conduct rollover drills. - Enforce nametag defilade standards. - Enforce speed discipline. - Enforce seatbelt usage. - Use ground guides. - Establish MEDEVAC procedures.
Aviation operations - Inadvertent IMC - Brownouts - Poor crew coordination - Failure to maintain proper separation - Loss of situational awareness	- Manage crewmember assignments. - Conduct mission briefs. - Set weather condition standards. - Conduct environmental training. - Conduct landing zone site surveys. - Conduct crew coordination training.
Environmental conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury prevention training. - Provide climate controlled break areas. - Ensure that an adequate supply of food and water is available.
Material handling - Crushing injuries - Dropped equipment - Material damaged in transit	- Enforce equipment training and licensing standards. - Ensure that proper equipment is available. - Use proper off-loading procedures. - Provide an adequate number of personnel. - Use proper PPE.

High-Risk Areas	Controls
Ground maintenance - Taking shortcuts - Using improper procedures - Using improper tools or equipment - Not using PPE	- Use appropriate checklists for all procedures. - Ensure that proper equipment and tools are available. - Allot adequate time to perform related tasks.
Aircraft maintenance and ground handling - Taking shortcuts - Not following checklists - Not maintaining tools control - Aircraft movement without wing walkers	- Use appropriate checklists for all procedures. - Ensure that proper equipment and tools are available. - Conduct routine tool inventories. - Conduct regular FOD sweeps. - Use ground guides.
HAZMAT Harmful exposures caused by improper storage, leaks, and lack of proper PPE	- Conduct facility assessments. - Ensure proper containment. - Use proper PPE. - Prepare disposal plans.
Railhead operations - Electrocutation of personnel coming in contact with overhead wires - Personal injury from falls - Crushing injuries from equipment	- Use direct supervision. - Brief and enforce standards. - Allow no one to climb on loaded vehicles. - Ensure that everyone is briefed on their duties.
Load movement during transit - Injury to personnel or damage to equipment from shifting loads	- Use proper procedures and equipment for securing loads. - Conduct load-out inspections.
Port operations - Injury to personnel from falls, vehicles, machinery, or loads - Equipment damage during loading or unloading - Supercargo injuries from shifting loads	- Conduct training on port procedures. - Obtain safety and procedures briefs from port authorities. - Enforce by-the-book procedures. - Conduct daily AARs.
Air-load operations - Injury to personnel from falls, vehicles, machinery, or loads - Equipment damage during loading or unloading - FOD to aircraft or engines	- Conduct training on air-load operations. - Obtain safety and procedures briefs from aircraft or airfield authorities. - Enforce by-the-book procedures. - Conduct daily AARs.

SAFETY RELATED TASKS IN PHASE 8

This phase includes the following safety related tasks:

- Assisting all sections with risk assessments and risk management.
- Developing and recommending countermeasures for identified hazards.
- Attending and taking part in all pre-mission briefings (for example, convoy, flight, and safety briefings).
- Providing safety oversight during all load-out operations (for example, aircraft, connexes, vehicles).
- Conducting routine safety surveys of increased activity and high-risk areas such as aircraft landing areas, railheads, SAs.
- Promoting safety awareness in the organization with an emphasis on the adverse effects of “get-home-itis.”
- Identifying and conducting redeployment training.
- Promoting safety awareness throughout the organization with an emphasis on the hazards of collecting and transporting war trophies and contraband.
- Attending all training and redeployment planning meetings.
- Serving as the “eyes and ears” of the command for safety related issues.
- Providing safety recommendations to support command decision making.
- Establishing and maintaining contact with other military services, Federal and civilian agencies, and host nations when necessary to cooperate on matters of mutual concern.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.

PHASE 9: REINTEGRATION

Scope. Reintegration begins with arrival back at home station and ends at the completion of block leave. After returning from a high-risk operation to a more controlled environment, leaders must approach risk based decisions from a different perspective to protect Soldiers and their loved ones. Reintegration is one of the most dangerous phases of the deployment and redeployment cycle. Soldiers who brilliantly performed tough missions arrive home with their adrenalin still pumping. After the welcome home celebration and emotional reunions with Families and friends, Soldiers will face the deadly threat that has been the number-one killer of Soldiers—privately owned vehicles (POVs).

Activities. During this phase, activities are associated with preparing Soldiers for return to a non-tactical status and off-loading and securing material and equipment. The emphasis must be on helping Soldiers transition from a tactical risk taking mindset to a mindset of deliberate risk management and avoidance of unnecessary risks. Understanding the behavioral changes that must take place, the effects of environmental change, and the psychology of adjusting to change will greatly assist in identifying problem areas. This phase is just as important as any other phase of the deployment process, and taking these precautions will help prevent the tragedy of seeing a Soldier survive deployment and come home, only to die in an accident that could have been prevented.

High-Risk Areas	Controls
POV accidents - Loss of skills and knowledge during deployment - Aggressive behavior - “Superman syndrome”	- Conduct driver refresher training in speed limits, seatbelt use, not drinking and driving, trip planning, and the dangers of road rage.
Alcohol and drug abuse - Excessive use of alcohol or drugs as a result of depression or thrill-seeking behavior	- Provide educational training. - Establish support systems. - Supervise recreational activities. - Use the buddy system.
Off-duty personal injuries - Drownings - Falls - Burns - Shooting	- Encourage leadership involvement. - Conduct weekend and leave safety briefs. - Supervise off-duty activities. - Plan recreation activities. - Use the buddy system.

SAFETY RELATED TASKS IN PHASE 9

This phase includes the following safety related tasks:

- Ensuring that all reintegration safety training is conducted.
- Promoting safety awareness with an emphasis on drug and alcohol abuse, Family safety, off-duty injury prevention, and POV safety.
- Identifying safety program elements that need to be revitalized after deployment.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.
- Assisting all sections with risk assessments and risk management.
- Serving as the “eyes and ears” of the command for safety related issues.
- Conducting trend analyses of accident data to identify high-risk areas.
- Developing recommendations for countermeasures.
- Providing safety recommendations to support command decision making.
- Attending all training and redeployment planning meetings.
- Conducting or taking part in accident investigations.

PHASE 10: RECONSTITUTION

Scope. Reconstitution begins with the completion of block leave and ends when the unit is deployment ready.

Activities. During this phase, activities are associated with preparing personnel and equipment for their combat mission. The emphasis is on obtaining the right numbers and types of personnel, individual and collective training, repairing or replacing worn equipment, and resupplying material. Changing missions through transformation and restructuring contribute to a fluid environment and require constant supervision to manage risks.

High-Risk Areas	Controls
AMV and ACV accidents - Speeding - Failure to use ground guide - Rollovers - Driving on soft shoulders - Driving across unknown terrain	- Conduct rollover drills. - Enforce nametag defilade standards. - Enforce speed discipline. - Enforce seatbelt usage. - Use ground guides. - Establish MEDEVAC procedures.
Range operations - Inadvertent discharges - Firing outside range fan	- Follow proper weapons handling procedures. - Provide safety briefs. - Designate a range OIC. - Enforce range safety policy and procedures.
Environmental conditions - Hot or cold weather injuries	- Use proper PPE. - Conduct hot and cold weather injury prevention training. - Provide climate controlled break areas. - Ensure that an adequate supply of food and water is available.
Material handling - Crushing injuries - Dropped equipment - Material damaged in transit	- Enforce equipment training and licensing standards. - Ensure that proper equipment is available. - Use proper off-loading procedures. - Provide an adequate number of personnel. - Use proper PPE.
Aviation Operations - Inadvertent IMC - Drifting into trees or terrain	- Manage crewmember assignments. - Conduct mission briefs. - Conduct environmental training. - Coordinate crew training.
POV accidents - Driving under the influence - Driving too fast for conditions - Driving too far for time available	- Conduct defensive driver and advanced drivers skills training. - Conduct driver refresher training on speed limits, seatbelt use, not drinking and driving, trip planning, and the dangers of road rage.

SAFETY RELATED TASKS IN PHASE 10

This phase includes the following safety related tasks:

- Meeting with the commander to establish command support, scope of duties, and safety program goals.
- Re-establishing safety program elements based on the unit METL.
- Conducting safety surveys of operations and facilities to identify hazards.
- Making recommendations and developing countermeasures to address hazards and help units correct deficiencies.
- Performing safety management and administrative functions in support of the Safety and Prevention Program.
- Providing technical safety expertise and advice to the commander on all safety and occupational health matters in the command.
- Promoting safety awareness throughout the organization.
- Conducting safety surveys of increased activity and high-risk areas (for example, motor pools, flight lines).
- Serving as the “eyes and ears” of the command for safety related issues.
- Conducting trend analyses of accident data to identify high-risk areas.
- Providing safety recommendations to support command decision making.
- Attending all training and pre-deployment planning meetings.
- Conducting or taking part in accident investigations.

GLOSSARY

AAR	after action review
ACV	Army combat vehicle
AMV	Army motor vehicle
APOD	aerial port of debarkation
AR	Army regulation
FOD	foreign object damage
FSA	forward staging area
HAZMAT	hazardous material
IED	improvised explosive device
IMC	instrument meteorological conditions
ISA	installation staging area
LOSG	Leaders Operational Safety Guide
MA	marshaling area
MEDEVAC	medical evacuation
METL	mission essential task list
OIC	officer in charge
POC	point of contact
POE	port of embarkation
POV	privately owned vehicle
PPE	personal protective equipment
R&R	rest and recuperation
SA	staging area
SOP	standard operating procedures
SPOD	sea port of debarkation
UXO	unexploded ordnance