

FSGA/HAAF GARRISON
FT. STEWART, GA 31314

GARRISON SAFETY SOP – ANNEX A

SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT SYSTEM “SOHMS”



FSGA/HAAF Safety Program SOP
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1. Purpose:

The purpose of the Fort Stewart-Hunter Army Airfield (FSGA-HAAF) Safety and Occupational Health Management System (SOHMS) is to provide guidance and direction towards efficient development and successful implementation of an integrated Garrison Safety and Occupational Health Program. This includes the growth of a sustainable safety culture based on collaborative efforts across all Fort Stewart (FSGA) and Hunter Army Airfield (HAAF) organizations to facilitate enhanced safety and occupational health (SOH) awareness and risk preparedness.

This SOHMS is based on the principle that Safety and Occupational Health (SOH) is significantly more than a simple compliance requirement. People are fundamental to every mission, so it is essential that we ensure the health, safety, and well-being of all personnel working and training at FSGA-HAAF. Illness and injury should never be an inevitable or expected consequence of doing business. Realistically, the goal is not the elimination of risk entirely but, rather, fostering an environment where risk is properly assessed, understood, and managed. This approach aims to protect people by managing risk in a proportionate and effective way, supporting innovative collaboration across organizations, and increasing productivity through decreased loss.

2. Scope

This annex applies to all FSGA-HAAF Military and Civilian personnel, tenants, contractors, and organizations. It is collaborative with the FSGA-HAAF Integrated Management System (IMS) as part of the overall Installation Strategic Plan (ISP). It integrates planning, management, and monitoring through actions within the Readiness Quality Management Board (RQMB). It also acts as terms of reference for implementation by the Garrison Safety and Occupational Health Advisory Council (SOHAC). This annex also serves by providing scheduling guidance for Safety and Occupational Health Management System (SOHMS) implementation.

3. References

- 29 CFR 1910 — Occupational Health and Safety Standards
- 29 CFR 1960 — Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters
- Department of Defense Instruction (DoDI) 6055.01 — DoD Safety and Occupational Health Program
- AR 385-10 - The Army Safety Program
- DA Pam 385-10 - Army Safety Program

4. Records Management:

Records created throughout the processes prescribed by this Annex will be identified, maintained, and disposed of according to AR 25-400-2 (The Army Records Information Management System (ARIMS) and DA Pam 25-403 (Guide to Recordkeeping in the Army). The primary means of recordkeeping for the Garrison Safety Office (GSO) will be the Army Safety Management Information System (ASMIS) located at <https://mishap.safety.army.mil> . Record titles and descriptions are available on the ARIMS website <https://www.arims.army.mil>

5. Responsibilities

Garrison Commander will:

- Communicate guidance and intent to implement an effective Garrison SOHMS (G-SOHMS) that involves all Soldiers and Civilian employees in the effort to eliminate unsafe acts and conditions.
- Provide visible commitment, leadership, and support for safety and health initiatives, risk management, and loss prevention efforts.
- Empower Soldier and Civilian employee active participation and involvement in safety and health initiatives and loss prevention activities.
- Recognize, reward, and celebrate safety and health initiative and loss prevention successes.

Leadership at all Levels will:

- Ensure risk management, safety and health management, and loss prevention are incorporated into local programs, policies, and procedures.
- Ensure Soldiers and Civilian employees within their respective organizations receive necessary SOH training.
- Provide visible commitment, leadership, and support for safety and health initiatives and loss prevention efforts.
- Empower Soldier and Civilian employee active participation and involvement in safety and health initiatives and loss prevention activities.
- Ensure accountability for preventing workplace incidents, injuries and illnesses.
- Conduct incident/accident/near miss investigations and follow-up activities to ensure corrective action and prevent recurrence.
- With the support of Safety Officers, Safety Specialists, Fire Inspectors, Industrial Hygienists, and Environmental Compliance Specialists, identify safety and health initiative and loss prevention training needs and support activities as appropriate.

- Participate in and support safety and health committees and teams as appropriate.
- Participate in hazard identification inspections as appropriate; provide leadership and coach subordinates and employees on recognition of hazards and unsafe acts/conditions.
- Ensure safety and health stand up meetings are conducted and documented.
- Ensure that subordinates and employees are following proper safety and health procedures and wearing proper personal protective equipment.
- Promptly report all incidents/accidents, as required IAW FSGA-HAAF policies and procedures.
- Observe and coach subordinates and employees on potential unsafe acts or conditions.
- Encourage subordinates and employees to promptly mitigate and/or abate unsafe conditions when possible.
- Monitor, prioritize, and correct safety and health related work orders.
- Encourage subordinates and employees to identify solutions and correct safety and health related problems, issues, and concerns.
- Recognize, reward, and celebrate safety and health initiative and loss prevention successes.

Safety Specialists, Fire Inspectors, Industrial Hygienists, Environmental Compliance Specialists, and Unit Safety Officers (USO) will:

- Assist and support Leaders in the development, implementation and administration of their risk management, safety and health, and loss prevention programs.
- Assist and support Leaders with inspecting, auditing, and analyzing facilities, processes, and potential areas of loss.
- Assist and support Leaders with risk management by identifying activities to prevent loss.
- Develop and implement risk management, safety and health, and loss prevention training and education programs for identified risks.
- Provide high quality, cost effective, and responsive services.

Service Members and Civilian Employees will:

- Comply with Public Law, DoD Directives/Instructions, Army Safety policy, Garrison SOH SOP, Annexes to the SOP, SOH policies, and other Garrison Commander SOH directives.

- Participate in the G-SOHMS by conducting safety inspections, reporting hazards/near misses, attending safety training, providing safety suggestions, and, if required, being appointed as Unit Safety Officer (USO).

6. Principles

The G-SOHMS is based on the fundamentals of deliberate risk management. Oriented towards the health and safety of Soldiers and Civilians at FSGA-HAAF, foundational principles are the following:

- “Health and Safety” encompasses mitigating unacceptable risks to the physical, mental, and social wellbeing of FSGA-HAAF personnel.
 - Health is defined by the World Health Organization as 'a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.'
 - Safety is defined as “freedom from unacceptable risk of harm.”
- Planning and executing operations on FSGA-HAAF requires deliberately identifying and assessing the associated risks to the health and safety of personnel.
- FSGA-HAAF leaders have the responsibility to manage those risks to the health and safety of personnel.
- FSGA-HAAF leaders must develop effective control measures tailored to the nature of the work undertaken and the people undertaking each specific category of work.

Through deliberate and integrated action in concert with these foundational principles, FSGA-HAAF leadership—from senior leadership to 1st line supervisors—can facilitate the health and safety of personnel working and living on the installation. The associated principles of action to support this effective Safety and Occupational Health program are the following:

- Act Together, Employing Well Planned Processes
- Manage Risk Deliberately
- Operationalize the FSGA-HAAF Safety Program, Aligning Safety Events and Milestones with the Installation’s Resourcing Events and Milestones (i.e., AWP and FIP Timelines)
- Monitor and Measure Health and Safety Performance
- Share Successes across the FSGA-HAAF Installation and with the Army at Large
- Keep Pace with Change

7. Framework (G-SOHMS)

In support of the above principles, the G-SOHMS provides a framework to systematically manage safety and occupational health efforts. Through implementation of the G-SOHMS framework, FSGA-HAAF leadership ensures hazards and risk controls are deliberate and appropriate with the commensurate risk level, while maintaining effective assurance controls and ultimately supporting mission accomplishment. The G-SOHMS serves as a systematic and comprehensive process for managing safety risks by ensuring a complete process of hazard identification, risk assessment and control, personnel training, record keeping, program assessment, and management involvement throughout the installation.

The Army SOHMS framework dictates six Criteria Objectives (CO) to be addressed within an installation's SMS. The FSGA/HAAF SOHMS utilizes these required COs while incorporating an additional CO to ensure continuous program development, sustainability, and collaboration with other installation initiatives. The seven COs for the G-SOHMS, along with descriptions of their respective sub-elements, are as follows:

- CO1: Leadership Engagement and Personnel/Soldier Participation: Criteria or actionable items in this capability objective define expectations for sound and proactive safety and occupational health programs, to include but not limited to active, visible leadership, employee and soldier involvement, and support at all levels of the command. A Strategic Safety Plan identifies clear, measurable goals and objectives driving continuous improvement. Leaders demonstrate visible leadership and periodically review of Safety and Occupational Health (SOH) programs results and management system effectiveness. Supporting documentation lays out how the organization's execution, commitment, and policies support the Army SOHMS. This capability objective (CO) focuses on the following:
 - Management review
 - Written policy and procedures
 - Program management
 - Visible leader commitment at all levels
 - SOH integrated into general management
 - Personnel/Soldier involvement
 - Contractors
 - Leadership communication
 - Personal accountability
 - Alignment with performance, resourcing, and recognition
- CO2: Investigate and Report Mishaps, Incidents, and Illnesses: This CO defines the expectations for mishap, near miss reporting, investigation, trend analysis, and injury and illness recordkeeping. By utilizing predictive analytics, organizations can develop a database of leading indicators to better align controls and employee behavior for injury and illness avoidance. This capability objective (CO) focuses on the following:
 - Mishap/incident/illness investigation procedures

- Mishap/incident/illness investigations
- Mishap and near miss reporting
- Chain of Command reviews
- Dissemination of lessons learned
- Recommendation tracking
- Mishap/incident/illness feeder reports
- CO3: Conduct SOH Training and Promotion: This CO sets the expectations for Safety and Occupational Health training (needs assessment, budgeting, delivery, scheduling, documenting, and tracking). This capability objective (CO) focuses on the following:
 - Training (education) for leaders, managers, and supervisors
 - Training for all personnel (on and off duty)
 - Method for assessing training effectiveness
 - Documentation of training
 - SOH awareness, awards and recognition
 - Qualifications, licensing, and privileging of SOH professionals
- CO4: Conduct Inspections and Assessments: CO4 defines the expectations for routine and periodic Safety and Health-related inspections and assessments to include documenting, tracking, and follow-up, to ensure a safe and healthful workplace environment. This capability objective (CO) focuses on the following:
 - Assessment and analysis of hazards and countermeasures
 - Impact of changes to operations
 - Self-inspections, surveys and assessments
 - Written hazard reporting procedures
 - Process to monitor, evaluate, and communicate hazards, risks, and controls
 - Quality Work Environment (QWE)
- CO5: Conduct Hazard Analysis and Develop Countermeasures: CO5 defines the expectations for hazard identification and development of controls and countermeasures, to include industrial hygiene surveys and active use of Defense Occupational and Environmental Health Readiness System-Industrial Hygiene (DOEHRS-IH). This capability objective (CO) focuses on the following:
 - Mission analysis
 - Risk management
 - Hierarchy of controls
 - Tracking hazard correction
 - Design review

- Communicate hazards
- Emergency preparedness and response
- Conduct emergency response
- CO6: Health Protection and Readiness: The expectations for clinical examinations, comprehensive health surveillance, Public Health support, health risk evaluations and health risk communication. This capability objective (CO) focuses on the following:
 - Clinical examinations
 - Comprehensive health surveillance and public health support
 - Health risk evaluations
 - Health risk communication
- CO7: Continual Process Improvement (CPI): Sustainability of a safety management system is paramount to its ability to endure, evolve, and continually improve. Conflict from disjointed programs must be avoided to ensure continuity across the Garrison. The program, the processes, and the organizational environment in which it is used must be effectively treated as puzzle pieces to be kept on track and thriving. CO7 seeks to address this through the implementation of goals, objectives, systematic processes, and program reviews. This capability objective (CO) focuses on the following:
 - SMART (Specific, Measurable, Attainable, Relative, Time Sensitive) goals and objectives
 - PDCA (Plan, Do, Check, Act) cyclic process to ensure adaptation and sustainability
 - Stakeholder and employee feedback and suggestions
 - External evaluations and audits

8. Strategy: Ends, Ways, Means

Strategy, as defined in Joint Doctrine Note 2-19, determines “what needs to be accomplished, the methods to accomplish it, and the resources required by those methods.” Framing these three requirements more concisely, strategy can be modeled as the sum of ends, ways, and means, aligned coherently to translate ideas into effective actions. This ends, ways, and means construct is graphically depicted below as Figure 1.

SOHMS Framework: Ends + Ways + Means

"Strategy equals ends (objectives toward which one strives) plus ways (courses of action) plus means (instruments by which some end can be achieved)."¹ –Lykke, 1989

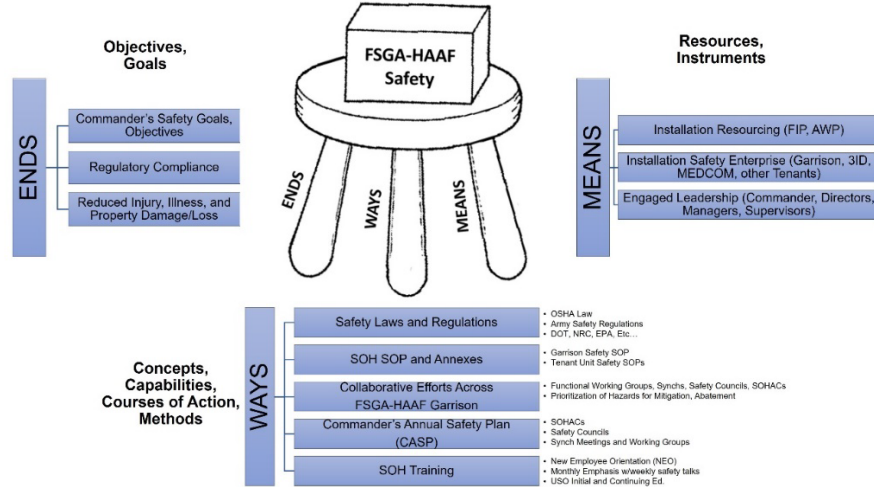


Figure 1. Safety Strategy as Ends, Ways, Means

Referencing Figure 1 above, the G-SOHMS can be visualized as a stool balanced on the legs of ends, ways, and means in support of the overarching FSGA-HAAF SOH Program. The ends are the Safety Program's objectives and goals (i.e., "what needs to be accomplished"). The ways are the concepts, capabilities, courses of action, and methods to achieve the ends (i.e., "the methods to accomplish it"). The means are the resources and instruments required to execute the ways (i.e., "the resources required by those methods").

9. Success Factors

The implementation of the Garrison Safety and Occupational Health Management System (G-SOHMS) is a strategic and operational decision. The success of the G-SOHMS depends on leadership, commitment, and participation from all levels and functions of the Garrison. The implementation and maintenance of the G-SOHMS, its effectiveness, and its ability to achieve its intended outcomes are dependent on several key factors, which can include:

- Leadership commitment, responsibilities, and accountability
- Leadership developing, leading, and promoting a culture in the organization that supports the intended outcomes of the SOHMS
- Communication, consultation and participation of workers and workers' representatives
- Allocation of the necessary resources
- SOH policies which are compatible with the Garrison Commander's overall strategic goals and objectives

- Effective local processes for identifying hazards, controlling risk, and leveraging SOH opportunities
- Continual performance evaluations and monitoring of the SOHMS to improve performance
- Integration of the SOHMS into the Garrison's business processes
- SOH objectives that consider the Garrison's hazards, risks, and opportunities
- Compliance with its legal requirements and other requirements.

In terms of reduced injury, illness, and property loss, the Garrison Commander and FSGA-HAAF leadership recognize that injury, illness, and property losses degrade operational readiness. Acknowledging that these are generally preventable with appropriate risk management and hazard mitigation, a significant objective of this SSP is the measurable reduction of injury, illness, and property loss across the FSGA-HAAF Garrison footprint. Demonstration of successful implementation of the G-SOHMS can therefore be used by the Garrison to give assurance to workers and other interested parties that an effective SOH program is in place.

Appendix A - Abbreviations

ASOHMS	Army Safety and Occupational Health Management System
AWP	Annual Work Plan
BOID	Business Operations and Integration Division
CO	Capability Objectives
CPI	Continual Process Improvement
FIP	Facilities Investment Plan
FORSCOM	Forces Command, U.S. Army
FSGA	Fort Stewart, Georgia
GSOHMS	Garrison Safety and Occupational Health Management System
HAAF	Hunter Army Airfield
HQDA	Headquarters, Department of the Army
IMCOM	Installation Management Command, U.S. Army
IMS	Integrated Management System
IPB	Installation Planning Board
ISP	Installation Strategic Plan
MEDCOM	Medical Command, U.S. Army
MEDDAC	Medical Department Activity, U.S. Army

RQMB	Readiness Quality Management Board
RPPB	Real Property Planning Board
SME	Subject Matter Expert
SMS	Safety Management System
SMSIP	Safety Management System Implementation Plan
SMSIT	Safety Management System Implementation Team
SOHAC	Safety and Occupational Health Advisory Council
SOHMS	Safety and Occupational Health Management System
SOP	Standard Operating Procedures
SSP	Strategic Safety Plan
USO	Unit Safety Officer (includes CDSO & ADSO)

**APPENDIX B
ANNUAL GSO REVIEWS**

DATE	REVIEWED BY	CHANGES Y/N	SUMMARY OF CHANGES