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, AWARD 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
1	Administrative Changes		5 AUG 2021

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:

CMC SD
701 S. Courthouse Road
Suite 2O050
Arlington, VA 22204

DISTRIBUTION: PCN 10207241200

VOLUME 1: MARINE CORPS SAFETY MANAGEMENT SYSTEM OVERVIEW

TABLE OF CONTENTS

REFERENCES REF-1

CHAPTER 1: MARINE CORPS SAFETY MANAGEMENT SYSTEM FRAMEWORK

0101 PURPOSE 1-2

0102 JUSTIFICATION 1-2

0103 BACKGROUND 1-2

0104 SUCCESS FACTORS 1-3

0105 SCOPE AND APPLICABILITY 1-4

010501. SCOPE 1-4

010502. APPLICABILITY 1-4

0106 MCSMS COMPONENTS 1-5

010601. MCSMS FOUR PILLARS 1-5

Figure 1-1: Risk Management Process 1-8

Figure 1-2: Foundations of an Informed Organizational Safety Culture 1-11

010602. PLAN-DO-CHECK-ACT 1-12

0107 MCSMS FRAMEWORK IMPLEMENTATION 1-12

010701. CUSTOMIZATION 1-13

CHAPTER 2: ROLES AND RESPONSIBILITIES 2-1

0201 GENERAL 2-2

020101. COMMANDANT OF THE MARINE CORPS 2-2

020102. ASSISTANT COMMANDANT OF THE MARINE CORPS 2-2

020103. CMC SAFETY DIVISION 2-2

0202 HEADQUARTERS MARINE CORPS AGENCY HEADS 2-4

020201. DEPUTY COMMANDANT FOR AVIATION 2-4

020202. DEPUTY COMMANDANT FOR INSTALLATION AND LOGISTICS 2-4

020203. DEPUTY COMMANDANT FOR PLANS, POLICIES, AND OPERATIONS 2-5

020204. DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS 2-5

020205. DEPUTY COMMANDANT FOR PROGRAMS AND RESOURCES 2-5

020206. DEPUTY COMMANDANT FOR COMBAT DEVELOPMENT AND INTEGRATION/COMMANDING GENERAL MARINE CORPS COMBAT DEVELOPMENT COMMAND 2-5

020207. COMMANDING GENERAL, TRAINING AND EDUCATION COMMAND 2-5

020208. COMMANDER, MARINE CORPS SYSTEMS COMMAND 2-6

020209. COMMANDING GENERAL, LOGISTICS COMMAND 2-7

020210. COMMANDING GENERAL, MARINE CORPS INSTALLATIONS COMMAND 2-7

020211. INSPECTOR GENERAL OF THE MARINE CORPS 2-7

020212. DIRECTOR, HEALTH SERVICES 2-7

0203 OPERATIONAL AND SUPPORTING ESTABLISHMENT HEADQUARTERS 2-8

0204 O-5/O-6 COMMANDERS 2-8

0205 SAFETY AND OCCUPATIONAL HEALTH PROFESSIONALS, SAFETY MANAGERS, AND SAFETY OFFICERS 2-9

0206 WORK CENTER/UNIT/SHOP SUPERVISORS 2-11

0207 MILITARY AND DOD CIVILIAN PERSONNEL 2-12

0208 SUPPORTING/SUPPORTED AGENCIES / COMMANDS 2-13

020801. COMMANDER, NAVAL SAFETY CENTER (COMNAVSAFECEN) 2-13

020802. MILITARY MEDICAL TREATMENT FACILITY (MTF) SUPPORT 2-13

CHAPTER 3: SAFETY ORGANIZATION AND STAFFING 3-1

0301 PURPOSE 3-2

0302 BACKGROUND 3-2

0303 HIGHER HEADQUARTERS COMMANDS SAFETY STAFFING AND FUNCTIONAL RESPONSIBILITIES 3-2

0304 SUBORDINATE COMMAND SAFETY ORGANIZATION AND STAFFING CRITERIA 3-3

0305 SAFETY FUNCTION ORGANIZATION AND STAFFING 3-4

030501. INSTALLATIONS 3-4

030502. CONTROLLING COMMANDS 3-6

030503. APPOINTING AUTHORITY 3-6

CHAPTER 4: CORE SAFETY SERVICES (CSS) 4-1

0401 EXECUTION OF SAFETY SERVICES 4-2

0402 CSS NEEDS ASSESSMENT 4-4

CHAPTER 5: SAFETY PROMOTION AND TRAINING 5-1

0501 SAFETY PROMOTION 5-2

050101. LEADERSHIP COMMITMENT 5-2

0502 AWARDS 5-2

050201. COMMAND SAFETY AWARDS PROGRAM 5-3

050202. UNIT IMPACT AWARDS 5-3

050203. CMC SD SAFETY AWARDS 5-3

0503 TRAINING 5-7

050301. RESPONSIBILITIES 5-7

050302. TRAINING REQUIREMENTS 5-8

050303. ASSESSING PROFICIENCY 5-12

050304. COMPETENCY DEVELOPMENT 5-13

050305. TRAINING NEEDS ASSESSMENT 5-14

ENCLOSURES 5-16

(1) Warrior Preservation Award/Marine Corps Safety Award Nomination Format and Criteria 5-16
(2) Marine Corps Safety Award Activity Groupings 5-18
(3) Marine Corps Safety Excellence Award/Marine Corps Civilian Safety Professional of the Year Criteria 5-19
(4) Individual Road Warrior Award Submission Format 5-20
(5) Unit Road Warrior Award Submission Format 5-21
(6) Marine Corps Ground Safety Award Submission Timeline 5-22
(7) Marine Corps Safety Award Grading Criteria 5-23
(8) Sample Letter Requesting Individual Award for Mishap-Free Flight Time 5-24
(9) Sample Letter Requesting a Unit Award For Mishap-Free Flight Time 5-25

CHAPTER 6: SAFETY ASSURANCE 6-1

0601 GENERAL 6-2

0602 EVALUATIONS (ASSESSMENTS AND INSPECTIONS) 6-3

060201. COMMAND SAFETY ASSESSMENTS 6-3

060202. SAFETY MANAGEMENT SYSTEM SELF-ASSESSMENT 6-4

060203. ANNUAL SAFETY INSPECTIONS 6-6

060204. QUARTERLY SAFETY INSPECTIONS 6-8

060205. ANNUAL FACILITY/WORKPLACE INSPECTION REPORT 6-8

060206. SPOT INSPECTIONS 6-8

060207. SPECIAL AND SEASONAL INSPECTIONS 6-10

Figure 6-1: Frequency and Type of Assessments and Inspections 6-11

060208. DEPARTMENT OF LABOR (DOL) INSPECTIONS AND INVESTIGATIONS OF DOD WORKING CONDITIONS 6-12

0603 MONITORING 6-13

060301. PRE-MISHAP PLAN 6-13

060302. MISHAP REVIEW 6-14

060303. MISHAP ANALYSIS AND RESPONSE 6-14

0604 SAFETY CLIMATE SURVEYS/CULTURE WORKSHOPS (GROUND/AVIATION) 6-14

060401. HIGHER HEADQUARTERS 6-15

060402. O5/O6 LEVEL COMMANDS 6-15

060403. AVIATION 6-15

0605 OPTIONAL SURVEYS/WORKSHOPS 6-16

0606 COUNCILS AND COMMITTEES 6-16

060601. EXECUTIVE SAFETY BOARD (ESB) 6-17

060602. USMC SAFETY AND OCCUPATIONAL HEALTH COUNCIL 6-18

060603. SAFETY COUNCILS 6-19

060604. COMMITTEES 6-21

ENCLOSURES 6-23

(1) Command Culture Workshop Program 6-23

(2) Job Hazard Categories 6-30

CHAPTER 7: SAFETY PROGRAMMING AND BUDGET 7-1

0701 ANNUAL PROGRAM REVIEW 7-2

0702 SAFETY PROGRAM ELEMENT 7-2

0703 COST ACCOUNT CODES 7-2

0704 ANNUAL BUDGET 7-2

APPENDICES

A GLOSSARY A-1

REFERENCES

(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

(q) MCO 5210.11E, Marine Corps Records Management Program

(r) MCO 1241.25 Civilian Community of Interest Program

(s) MCO 12810.1, Federal Employees' Compensation Act Program

(t) MC0 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*****.**

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
1	N/A	Administrative Changes	5 AUG 2021

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.

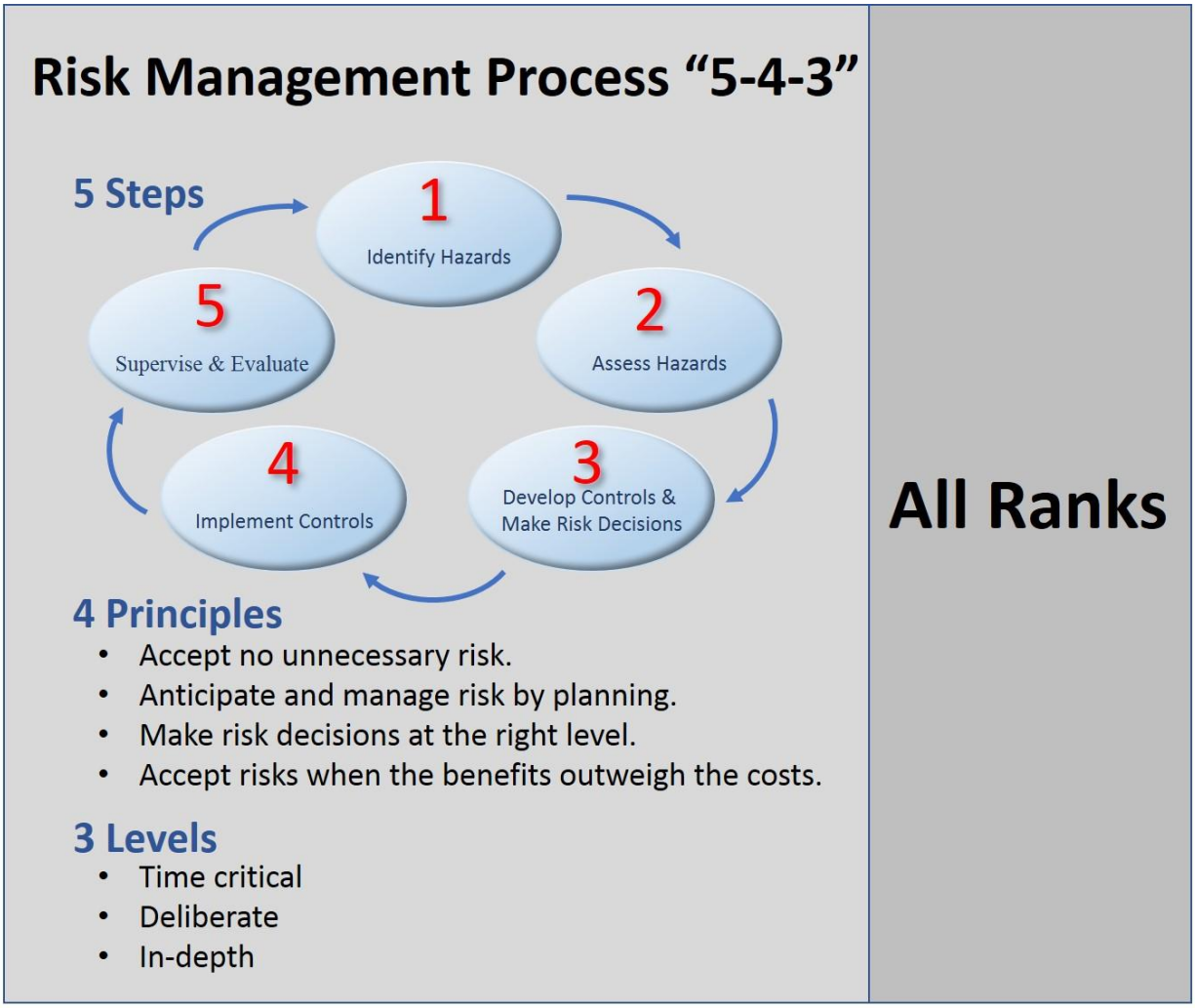
3. Risk is characterized by the probability and severity of a potential loss resulting from hazards, and is applicable to both on- and off-duty environments. Unidentified hazards lead to unassessed, and therefore unmanaged, risk.

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, corrective actions 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, or 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.

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

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 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) Officer

6. Enlisted NATOPS NCO, for organizations with enlisted aircrew assigned

VOLUME 1: CHAPTER 4

CORE SAFETY SERVICES

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
1	N/A	Administrative Changes	5 AUG 2021

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. 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

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
1	N/A	Administrative Changes	5 AUG 2021

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 MARCORSYSCOM 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, MARCORSYSCOM, 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 (l), 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 (l), 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.*

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.

GRADE	NAME/UNIT	EDIPI/MOS	MILES	DATE ATTAINED
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

For Official Use Only – Privacy Sensitive

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

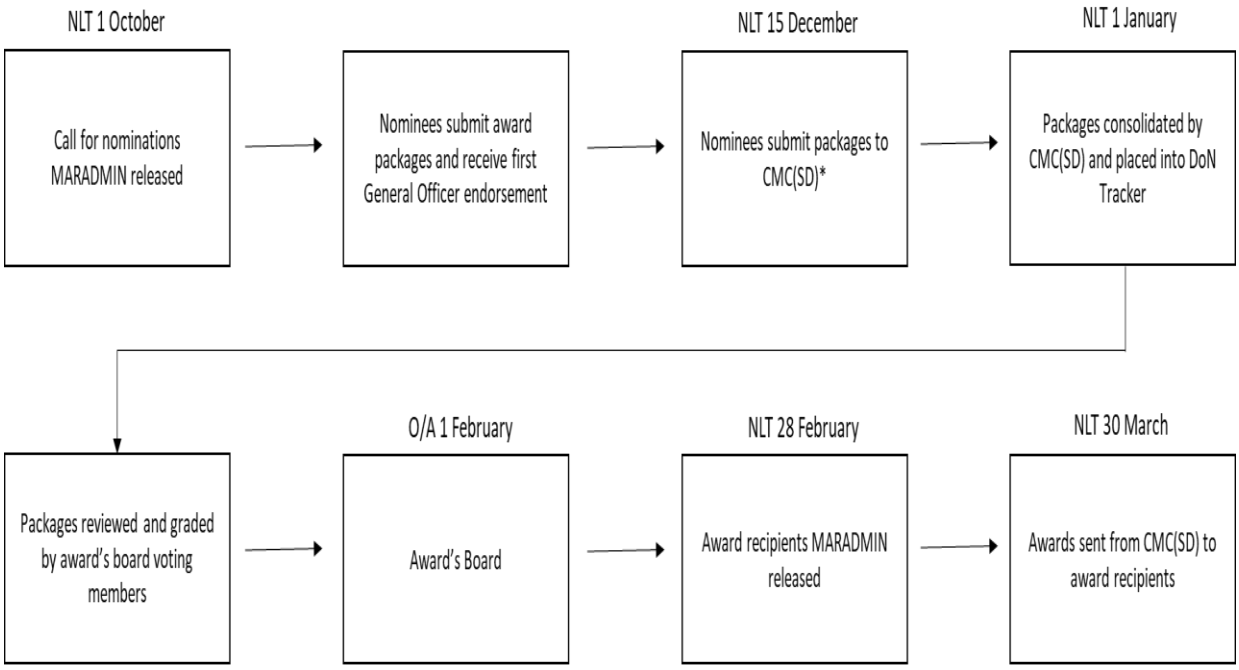
1. Per the reference, the following unit has attained the mishap and violation free miles necessary for the subject award.

UNIT	MILES	DATE ATTAINED
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:

5100
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.

Rank	Name	EDIPI/MOS	HOURS	DATE HOURS ATTAINED
Major	Ima S. Flyer	XXXXXXXXXX/7532	3,000	03 Feb 2020
Captain	Really M. Great	XXXXXXXXXX/7532	1,000	03 Apr 2020
Sergeant	Hard R. Charger	XXXXXXXXXX/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.

For Official Use Only – Privacy Sensitive
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:

5100
DOSS
28 May 20

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

Subj: UNIT AWARD FOR MISHAP-FREE FLIGHT TIME

Ref: (a) MCO 5100.29C

Encl: (1) Proof of absolution from controlling authority (if req)

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 "_____."

SQUADRON	HOURS	DATE HOURS ATTAINED
VMM-265	10,000	03 Feb 2020

2. During the period covering the mishap free flight hour milestone, the squadron reported # Class "A" mishaps. This/These mishap(s) has/have been absolved by the controlling custodian per encl (1).

3. 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
1	N/A	Administrative Changes	5 AUG 2021

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.

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 Management System 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. 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). Aviation and Ground Culture Workshops are exempt from this debriefing requirement.

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

A. CSA/MCAS/ASPA surveys (ensure the proper survey is assigned to appropriate personnel)

B. Command Culture Workshop

C. NAVSAFECEN Aviation Safety Assessment

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, MCCS 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: (l) CCW Process
(1) Unit Point of Contact Responsibilities
(1) Commander's CCW Critique

1. Situation. Successful organizations require trust, integrity, and effective communication, created and sustained through effective leadership. 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 selected (O-5/O-6) USMC reserve officers 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 are trained and meet the standardization requirements set forth by the Commander of Naval Air Forces and the Director of CMC SD.

(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

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	INDUSTRIAL OPERATIONS: 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. MEDICAL: Radiation sources, communicable diseases, contaminated medical substances and handling chemicals. HEAVY EQUIPMENT OPERATIONS AND MAINTENANCE: 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). TOXIC/HAZARDOUS MATERIALS HANDLING: 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.). CONSTRUCTION: 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). HIGH RISK TRAINING: 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. OTHER: Work involving extreme exposures to heat, cold, diving and salvage, heights or other high risk work. Stevedore and longshoring operations.
Moderate	SUPPLY/TRANSPORTATION: 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). MECHANICS: Repair and maintenance of automotive vehicles, building maintenance, and aircraft maintenance. RDT&E: Engineers, test mechanics, and laboratory personnel involved in the RDT&E of systems.
Low	ADMINISTRATIVE, CLERICAL, CLASSROOM: Those positions that involve primary work in an office environment but may include visits to worksites for inspection or evaluation.

VOLUME 1: CHAPTER 7

SAFETY PROGRAMMING AND BUDGET

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 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 programing functions as the Programing 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

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

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

COMMARCORSYSCOM - 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

UAS - Unmanned Aircraft System

USC - United States Code

VPP - Voluntary Protection Program

WESS - Web Enabled Safety System

XO - Executive Officer