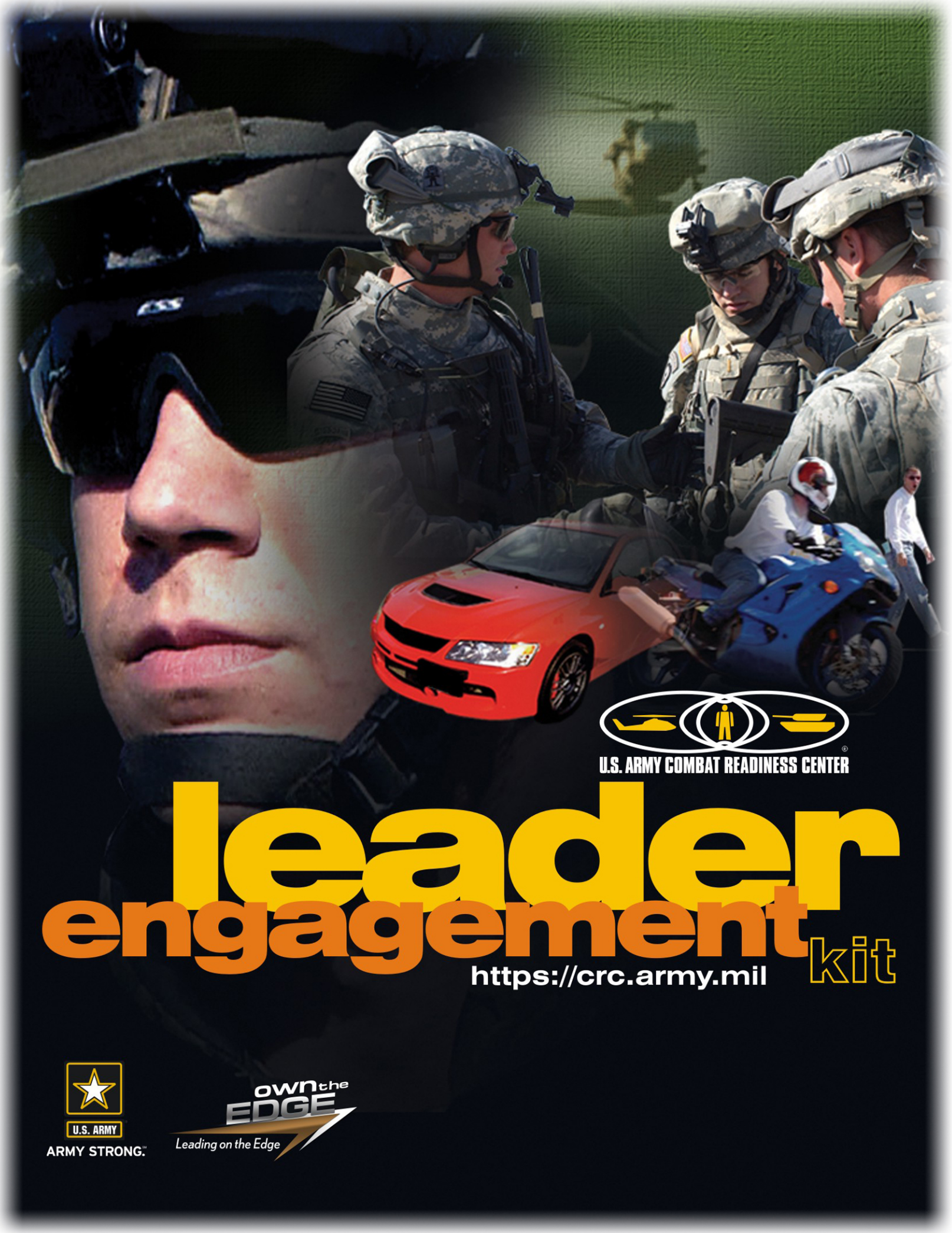


U.S. ARMY COMBAT READINESS CENTER

leader engagement kit

https://crc.army.mil

U.S. ARMY

ARMY STRONG.™

own the EDGE

Leading on the Edge

Office of the Commanding General
United States Army Combat Readiness Center
4905 5th Avenue
Fort Rucker, Alabama 36362-5363

Engaged leaders make a difference. They know their Soldiers. They know what right looks like. They lead by example, acting as solid role models for proper behavior and attitudes. *Engaged leaders* coach, teach, and mentor their Soldiers into doing what's right.

Enclosed are 12 tools you and your unit's leaders can use to engage your Soldiers. They don't take much time, cost little or nothing, and are easy to use. Don't try to use all 12 – find a couple you like, then do them WELL. Farm out a couple more to other levels in your chain and insist on great execution.

Each tool has simple "how to" instructions, along with any necessary checklist, aid, or video example. For additional support, call our Director of Strategic Communications, Ms Kelly Widener, 334-255-3770.

Engage!

Army Strong!!

V/R

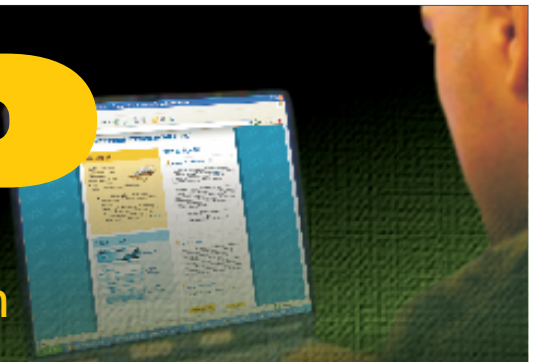
WILLIAM H. FORRESTER
Brigadier General, USA
Commanding General

ARAP

Army Readiness Assessment Program

4 easy steps:

1. Register the Command
2. Take the assessment
3. Get the results
4. Back brief higher command



U.S. ARMY COMBAT READINESS CENTER

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Leading on the Edge

https://unitready.army.mil/

Wouldn't you like to know if your unit is headed for a serious mishap?

Wouldn't you like to prevent it?

- All assessments are *confidential*.
- All assessments and users are *anonymous*.
- These assessments are a *"free look"* inside a unit. They allow commanders to take an honest look at their safety culture and evaluate CRM processes.

Summary

ARAP is:

- Quick
- Metric-based
- Leader-centric
- Action-oriented
- Confidential
- Free

To Enroll:

Any battalion commander can call:

- (334) 255-0276
- (334) 255-9579

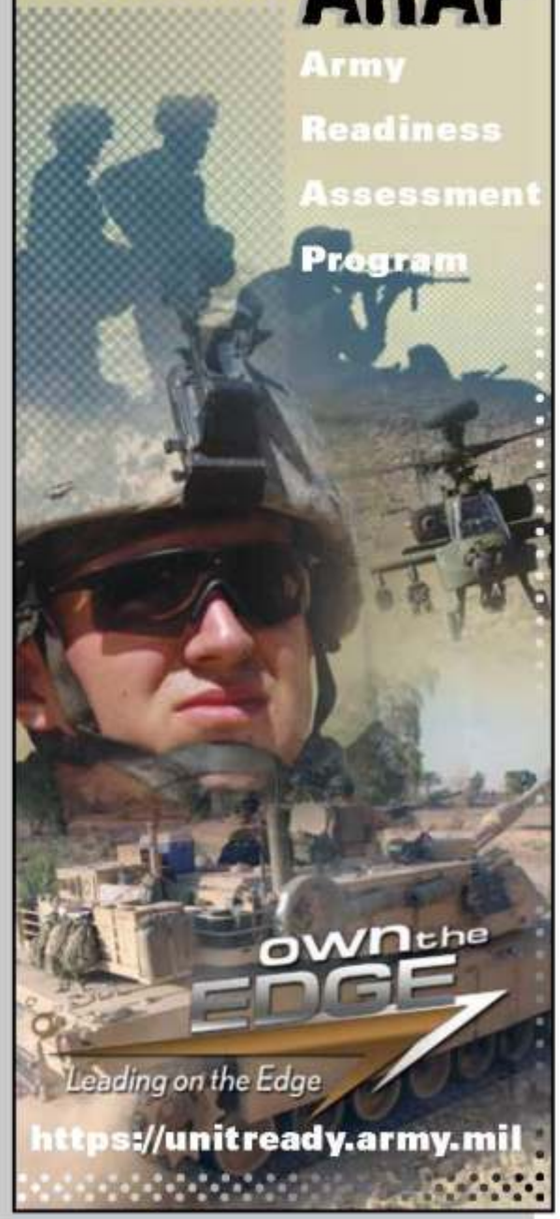
- DSN 558-0276
- DSN 558-9579

U.S. ARMY COMBAT READINESS CENTER

https://crc.army.mil
https://unitready.army.mil

Readiness THROUGH ARAP

Army
Readiness
Assessment
Program

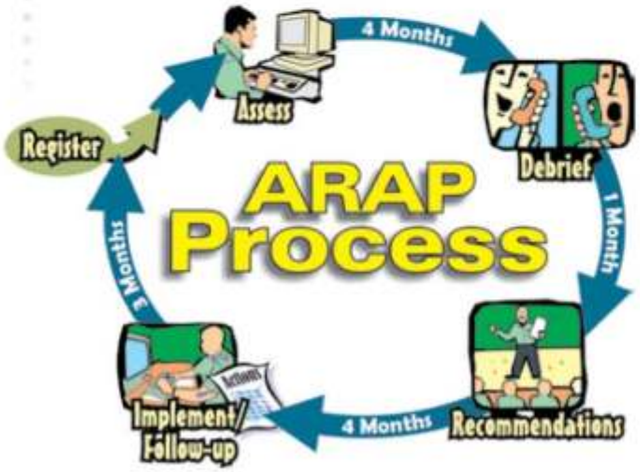


https://unitready.army.mil

ARAP

ARMY READINESS ASSESSMENT PROGRAM

Wouldn't you like to know if your unit is about to experience a mishap? Wouldn't you like to prevent loss of personnel or equipment?



Assessment

Unit takes online assessment

A Web-based survey starts the process. It takes 10 to 12 minutes per person and is completely anonymous.

Recommendations

Actions

Tangible solutions for strengthening the unit come from the USACRC – all at no cost. The local chain of command sustains unit strengths and work improvements.

Debrief

Unit results discussed confidentially, USACRC to Bn Cdr

Follow Up

Follow-up survey @ mid-tour

The unit examines progress through a follow-up assessment in a year.

Army Readiness Assessment Program

WHO: Battalion commanders (and above)

WHAT: Online unit safety climate survey followed by improvement actions

WHY: Your unit climate is a strong indicator of the risk level or potential for accidents in your formation; this program provides diagnosis and recommended improvements . . . wouldn't you like to know if your unit is headed for a serious mishap? Wouldn't you like to prevent it?

WHEN: Within 90 days of assuming command

TIME REQ'D: 12 min./member, 1 hr for commander, plus time for the COAs

HOW:

1. Enroll the unit: within 90 days of change of command, call 334.255.2643 (or 2947, 9362, 9394, 9577)

2. Unit members take online assessment
   - Totally anonymous
   - Easy & fast – about 10-12 min./person

3. Get results from a debrief – gives strengths, weaknesses, suggestions
   - Personalized, one-on-one from USACRC expert
   - Confidential

4. Back brief your boss & discuss plans for improvement

5. The address the issues in your unit

See also the ARAP tri-fold. Put the laminated card in your wallet.

Possible supporting roles

IMCOM & Army Commands

Support Private Organization program requirements (IAW AR 210-22)
Supplement policy as required
Evaluate motorcycle safety program management

Installation Commanders

Support and promote Motorcycle Mentorship Programs
Evaluate established group(s) to determine their positive or negative contributions

Unit Commanders

Support and promote unit level Motorcycle Mentorship Programs
Encourage program activities to reinforce positive training, mentorship and riding
Identify when group(s) are making both positive and negative contributions
Support organized group activities like motorcycle rallies and unit level rides

Safety Office

Encourage motorcycle groups(s) to participate in traffic safety programs by being a conduit for positive education, mentorship, publicity, and awareness for the riding community
Communicate with group leadership on local risk areas and concerns

MWR

Actively support Motorcycle Mentorship Programs and provide information on requirements to establish Private Organizations (IAW AR 210-22)
Assist in increasing awareness of voluntary motorcycle programs

Potential Community Enablers

Local/state law enforcement
Local motorcycle dealers and clubs
Local media

Motorcycle Safety Foundation (MSF)

Subject matter expertise
Source for training and support materials

Possible roles for mentoring organizations and riders

Motorcycle Mentorship Organizations

Serve as a force multiplier for motorcycle mishap reduction efforts. For example:

Act as a forum for education, awareness, and seasonal campaigns
Promote environment that fosters responsible riding and enjoyment
Educate riders on Composite Risk Management (CRM) with focus on safe motorcycle riding.
Conduct mentorship training seminars
Conduct motorcycle buyer's clinics and maintenance seminars
Host group rides and rallies

Motorcycle Riders

Comply with installation, local, state, Army and host nation requirements
Support unit motorcycle safety efforts
Encourage participation in local mentoring organizations
May hold leadership positions within the mentoring organization
Foster a mentoring atmosphere emphasizing skilled, responsible, and positive riding experiences

For additional information on the Motorcycle Mentorship Program contact the following in the USACRC Driving Task Force : Walt Beckman 334 255-3039
walter.beckman@crc.army.mil
or CW4 Earnest Eakins 334 255-2744
earnest.eakins@crc.army.mil

For additional information on Motorcycle Safety contact the military liaison for the Motorcycle Safety Foundation at 949-727-3227. http://www.msf-usa.org/

U.S. ARMY COMBAT READINESS CENTER

https://crc.army.mil

Motorcycle Mentorship Program

The purpose of the Motorcycle Mentorship Program is to establish voluntary unit or installation level motorcycle riding organizations where less experienced riders and seasoned riders can create a supportive environment of responsible motorcycle riding and enjoyment. Such an environment can create positive conduct and behavior and serve as a force multiplier that supports a commander's motorcycle accident prevention program.

With the increasing number of Soldier motorcycle riders, the Army has seen a dramatic increase in the number of motorcycle accidents and fatalities. We lost more Soldiers on motorcycles in FY06 than any previous year going back to 1986 and the Army more than doubled motorcycle fatalities from 22 in FY04 to 48 in FY06.

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On Motorcycle Mentorship . . .

In an attempt to combat motorcycle fatalities, the single area of accidental fatalities which has continued to increase since FY04, the CSA approved a motorcycle mentorship program concept plan on 28 December 2005. Whether you're a rider or have riders in your unit, it's important to understand who and what our riders are doing so we can be proactive and prevent "preventable accidents". Motorcycle mentorship has taken hold across our Army over the past year. We have found here at the USACRC that there is not one model which fits every command or location.

There have been a number of innovative programs developed from full-up private organization clubs with 70-plus members to one-on-one mentoring programs at the unit level, which team experienced riders with new riders. In some cases we have seen unit programs serve as individual rider mentoring with a collective level of mentoring occurring at installation level private organization clubs. What has struck me most is the number of leaders who recognize and embrace this concept.

The bottom line is that motorcycles are extremely popular in the Army, from junior Soldiers all the way up to four star generals. There are too many of us out there who have riders in our formations to not engage and ensure our Soldier riders are mentored in one form or another. Motorcycle mentorship is one way leaders can stay engaged, it provides a direct link to the riding population in our formations.

Leading on the Edge,
BG Bill Forrester
Director of Army Safety

Background

Army motorcycle mishaps are on the rise. Motorcycle mishaps resulted in 155 Soldier fatalities from FY02 through FY06. Collected accident data revealed that over half of motorcycle fatalities were the result of single vehicle accidents that involved riders exercising poor risk decisions and judgment. Males between the ages of 18 and 25 years are historically the Army's "at risk" population. However, over the last two FY's ('05 and '06) we have seen an increase in the at risk age group which has climbed into the 30 to 35 year old range, with 62% of Soldier fatalities over the age of 25 and 64% involving E5's and above.

DCG USARPAC engaged in motorcycle training

Fort Sam Rough Riders supporting
Fort Sam Houston "Combat Medic Fest 06"

Mentorship Concept

Successful mishap reduction requires the support of commanders, first sergeants, supervisors, motorists, and the military and civilian communities at large. It is only through their collective involvement that mishap reduction can occur. The establishment of Motorcycle Mentorship Programs on our installations or at unit levels are ways leaders can engage riders and combat the rise in motorcycle mishaps.

The Motorcycle Mentorship Program concept has been embraced at all levels in the Army. The program can and should be as diverse as the Army itself and meet the needs of local commanders and riders.

More than one approach

Motorcycle Mentorship can be set-up in various ways. A few examples:

- Unit Level one-on-one mentorship
- Unit level riding groups
- Private Organization (PO)
- Combination Unit program & Private Organization at the Installation level
- Non-Appropriated Fund Instrumentality (NAFI)

Check out the USACRC MMP website for some examples of active mentoring programs: https://crc.army.mil/mmp/

Motorcycle Mentorship Program

WHO: Experienced riders, as informal leaders

WHAT: Coach, teach, and mentor less skilled riders in bike handling, safe riding, and proper attitudes

WHY: The "master-apprentice approach to training has worked for thousands of years; it's highly effective at producing skilled behaviors and in creating proper mindsets

HOW:

1. If you are an experienced rider or are a leader who rides, you can take less experienced or more junior riders under your wing

2. It may be a one-on-one relationship or the formation of a club on post

3. The key is to have structured sequences of events to impart additional skills and proper attitudes to the less experienced rider, to include
   - Responsible riding
   - Passing
   - Obstacle avoidance
   - Defensive driving
   - Increasing visibility
   - Proper PPE
   - Preventive maintenance
   - Night riding
   - Wet pavement
   - Off road riding
   - Fatigue

4. For additional help log onto https://crc.army.mil/mmp or call Walt Beckman (334.255.2781)

See also the tri-fold

Motorcycle/ATV Agreement

WHO: 1st line supervisors up to company commander

WHAT: Discuss with MC/ATV riders the hazards, controls, and attitudes of the activity

WHY: Gets leaders involved with Soldiers' riding, helps open the eyes of the Soldier, launches a risk management dialog – all good leader engagement

HOW:

1. Know what you want to talk about beforehand

2. Hand out a Motorcycle/ATV Agreement to the Soldier, go over it

3. Explain the hazards of riding & the reason for PPE, training, etc.

4. Cover proper attitudes as they pertain to riding
Note: *most accidents are caused by one or more of indiscipline, overconfidence, complacency, insufficient training*

5. Give your own expectations as leader of this Soldier – they WILL remember them if they respect you

6. After discussing the sheet and your own standards, have the Soldier sign the sheet to indicate they understand

7. Once a quarter, follow up; dust off the sheet and go over it again with the Soldier – this keeps you engaged

See sample agreement

TRADOC Statement of Motorcycle/ATV Operator Requirements and Individual Responsibilities

1. Reference: Department of Defense Instruction (DoDI) 6055.4 - Traffic Safety Program.

2. Fifteen percent of Privately Owned Vehicles (POV) accidents in the Army are Motorcycle (MC) accidents. If you operate a privately owned MC or All Terrain Vehicle (ATV) (either street or off-road versions) on or off Department of Defense (DoD) installations you must be appropriately licensed to operate it (except where not required by SOFAs or local laws). Before operation of any motorcycle/ATV, you shall successfully complete an approved rider or operator safety course. The safety course must be a Motorcycle Safety Foundation (MSF), or Specialty Vehicle Institute of America (SVIA) or MSF-based State-approved course. You are responsible to contact the installation safety office and schedule training. Once you have completed training you will report back to the installation safety office and me. It is mandatory that all persons operating or riding as a passenger on a MC or ATV use appropriate Personal Protection Equipment (PPE). PPE requirements are as follows:

a. A helmet certified to meet Department of Transportation (DOT) standards. Helmet must be properly fastened under the chin. If stationed outside CONUS and the host nation does not have an equivalent helmet standard, the helmet will meet the U.S. DOT standard. The DoD requires use of a helmet even in those states or host nations where helmets are not required by state or host nation traffic laws.

b. Impact or shatter resistant goggles or full-face shield properly attached to the helmet. A windshield or eyeglasses alone are not proper eye protection.

c. Sturdy Footwear is mandatory. Leather boots or over the ankle shoes are strongly encouraged.

d. Long sleeved shirt or jacket, long trousers, and full-fingered gloves or mittens designed for use on a motorcycle/ATV.

*e. A brightly colored outer upper garment during the day and a reflective upper garment during the night are required. Outer upper garment shall be clearly visible and not covered***. Note***: Check with the safety office to get specific state, local, and installation requirements related to reflective equipment.**

f. ***Insert any specific installation and state MC/ATV traffic laws in this paragraph.***

g. If a Line of Duty Investigation is initiated as a result of a motorcycle/ATV accident, the investigating officer will consider all relevant factors, including those listed in this agreement and in AR 600-8-4, paragraph 4-14 in making his or her determinations in the Line of Duty Investigation.. Additionally, these factors may be considered by the DA Physical Evaluations Board and Department of Veteran's Affairs in determining a Soldier's benefits.

_____

Signature and Date

S.T.O.P.P.

S- Stop before you act, don't rush into a situation or mission without considering the risks against the benefits.

T- Think about what you are about to do, what is the right way to safely accomplish the task.

O- Observe the situation and surrounding environment. What are the Risks? How can I reduce them?

P- Plan. Develop your plan to reduce the risks and decide how to best implement the plan.

P- Proceed with Safety. Supervise continuously and constantly look for ways to improve.

RISK MANAGEMENT CARD

Risk management is a part of everything we do. Risk Management is the process of identifying and controlling hazards and making risk decisions to protect the force. It is applicable to any mission or environment, on or off duty.

THE FIVE STEP RISK MANAGEMENT PROCESS

1. IDENTIFY HAZARDS to the force. Consider all aspects of current and future situations, environment, and known historical problem areas.
2. ASSESS HAZZARDS to determine risk. Assess the impact of each hazard in terms of potential loss based on probability and severity.
3. DEVELOP CONTROLS AND MAKE DECISIONS that eliminate the hazard or reduce risk.
   A. Reassess hazards given the controls.
   B. Determine the proper decision authority.
4. IMPLEMENT CONTROLS that will eliminate the hazard or reduce its risk.
5. SUPERVISE AND EVALUATE. Enforce standards and controls. Evaluate the effect of controls and adjust or update as necessary.

Risk Management Pocket Card

WHO: Company-level leaders

WHAT: Distribute & use risk management wallet card with your formation

WHY: Involves Soldiers in daily risk management, keeps them alert

WHEN: Any time

TIME REQ'D: Less than 5 min. per session

HOW:

1. Craft and reproduce a risk management card like the attached sample (or call the USACRC at 334.255.3770 for help)

2. Distribute to your formation (to put in wallet or pocket); discuss the 5-step risk management process & the S.T.O.P.P. model for practical application (Stop, Think, Observe, Plan, Proceed)

3. Provide an example of S.T.O.P.P. from your own experience planning an exercise, mission, or off-duty event (e.g., before a late drive home, before going to a bar on Friday night, before going hunting)

4. At any time, in a group or individually, ask Soldiers to pull out their card and think about the next event or activity; solicit someone to verbally go thru S.T.O.P.P.

5. Do this regularly throughout the year to get Soldiers in a habit, and keep it no notice . . . stay an engaged leader!

See separate plastic card as a demo sample

POV Check Ride

WHO: Immediate supervisor, any level

WHAT: Three things: a) Brief local driving conditions to new unit member; b) Inspect their vehicle; c) Check driver skills

WHY: Gives leader a chance to discuss local driving rules & conditions with newcomer, see vehicle, verify driving capabilities

WHEN: During newcomer processing

TIME REQ'D: About an hour

HOW:

1. As newcomer accomplishes inprocessing activities, he/she must also see supervisor on driving, done in conjunction with vehicle registration on post

2. Brief the newcomer on local driving conditions, to include at least
   - The post roads, speed limits
   - Travel times to/from work based on residence, rush hours (if any)
   - Congested areas, school zones, road construction
   - Dangerous roads or intersections
   - Seasonal weather – dust, wind, rain, fog, snow, ice
   - Night hazards

3. Use the attached form to check the following:
   - Personal data
   - Vehicle information
   - Insurance
   - Driving skills
   - Vehicle inspection

Note: *do not pencil whip any of these; they will tell you much about the new member's at-risk profile*

Unit POV
Check Ride Checklist
(USARPAC POV Check Ride, May 2006)

SECTION 1 - Personal Data		
Name:	**Rank:**	**Unit:**
Drivers License: YES _____ NO _____ **State and Expiration Date:**	**Platoon / Section:**	

SECTION 2 - Vehicle Information			
Post Decal Number:	**License Plate Number (State and Expiration Date):**		
Make	**Model**	**Color**	**Year**

SECTION 3 - Insurance Coverage		
Insurance Company	**Expiration Date**	

SECTION 4 - Check Ride Performance Measures						
Complete appropriate columns. S-Satisfactory or U-Unsatisfactory / NA-Non-applicable	**Date:**	**Date:**	**Date:**	**Date:**	**Date:**	**Date:**
1. Start vehicle: Seatbelt ON - Driver/Passenger before moving the vehicle?						
2. Backing Vehicle: Proper Procedure/Use of mirrors?						
3. Driving at posted/safe speed? Troops in Formation?						
4. Turns: Use of turn signal/Proper lane for turn?						
5. Lane Changing: Check for clear lane/Proper Signal? "Blind spots" while using side/rear view mirrors						
6. Intersections: Reduce Speed/Check for Oncoming Traffic/Proceed when clear?						
7. Stop at Designated Intersection: Reduce speed, Stop, Proceed When Clear?						
8. Curves: Proper Speed/Vehicle Control						
9. Demonstrated Knowledge of Posted State and Local Traffic Control Devises?						
a. Traffic Lights, Green, Amber, Red?						
b. Stop/Yield Signs?						
c. Pedestrian Cross Walks?						
d. School Zones?						
e. Railway Crossing?						
f. Speed Limit Signage?						
10. Actions at/when School bus stops to load/unload?						
11. Proper Vehicle Parking Procedures?						
12. Knowledge of State/Installation Seatbelt, DUI Laws?						
13. Knowledge of local and seasonal hazards?						
14. Knowledge of local Cell-Phone Policy?						
15. Knowledge of local Private Owned Weapons Policy						

SOLDIERS IN THE RANK OF CORPORAL AND BELOW ARE REQUIRED TO COMPLETE THIS FORM AS PART OF UNIT IN-PROCESSING. CHECK RIDES (SECTION 4) ARE REQUIRED SEMI-ANNUALLY. VEHICLE REGISTRATION REQUIRES FORM COMPLETION FOR NEWLY ASSIGNED PERSONNEL.

SECTION 5 – Vehicle Inspection

The following items must be present and operational on all applicable POVs.
(* These items must be present and operational before vehicle can be registered.)

Complete appropriate columns, as applicable. S-Satisfactory or U-Unsatisfactory						
1. Windshield/Windows: Free from cracks/objects that would impair driver's safe operating view?						
2. Windshield Wipers: Present/Serviceable?						
3. Bumpers: Present/Serviceable?						
4. Tires: All tires incl. spare, serviceable/proper inflated?						
5. Muffler: Present/Serviceable?						
6. Brakes: Operational, incl. Parking Brake?						
7. Horn: Present/Operational						
8. Rear/Side View Mirrors: Present/Operational?						
9. Heater/Defroster: Present/Operational?						
10. Seatbelts: Present/Operational, Front/Rear seats?						
11. Vehicle Jack: Present Operational?						
12. Oil/Fluid levels: No signs of leaks, engine/ground?						
13. Lights present/operational: Headlight(high/low beam)						
Tail/Brake/Turn/Reverse/Parking lights and 4Way-Flashers						

REMARKS:

I agree to adhere to the performance measures covered in Section 4 and maintain my vehicle to meet the requirements listed in Section 5.

	Date	Date	Date	Date	Date	Date
Soldier Signature						

Corrective Action Taken/Completed: Y-Yes / N-No						

REMARKS:
Leader/Mentor Signs & Dates Form AFTER required corrective Action Taken/Completed.

I have validated the Soldier's safe driving habits, vehicle safety, and discussed compliance with the installation, state, and host-nation driving requirements.

	Date	Date	Date	Date	Date	Date
Leader (Mentor) Signature						

POV Trip Risk Management

WHO: Any leader who supervises

WHAT: Automated trip planning followed by risk management by leader

WHY: To reduce the risk of members who are traveling by POV, the number one killer of our Soldiers

WHEN: Before trips, usually on leave or pass or long weekend and in conjunction with traveling beyond a mileage limit

TIME REQ'D: Less than 5 min.

HOW:

1. Begins with trip assessment, normally conducted online using USACRC website link https://crcapps2.crc.army.mil/ako_auth/asmis2/default.aspx
Note: *The computer printout you receive is NOT the end of the process but the beginning!*

2. Review trip plans from the printout; do not assume it contains the whole truth and nothing but the truth – be a little skeptical

3. Ask your Soldier (or civilian employee) about their real travel plans; items to review can include:
   - Distance to/from destination & time available to do it
   - Start/end times for travel each way
   - Amount of rest before (starting fatigue level) & fatigue during travel
   - Other drivers
   - Weather forecast here, there
   - Roads (two/four lane, traffic, curviness, mountainous)
   - Vehicle type (SUV, muscle car), age, condition, experience with vehicle
   - Speeding
   - Alcohol
   - Inattentiveness, distractions (cell phones, eating, passengers)
   - Seatbelts (or helmet)
   - Type of person: party animal, maturity level, past track record

Note: *remember, most accidents are due to one or more of* ***indiscipline****,* ***overconfidence****,* ***complacency****, and* ***lack of sufficient training***

4. Get eye contact, set expectations, & GET AGREEMENT on proper behaviors

Refer to DVD for other tips and quick samples of counseling

Individual Soldier Risk Assessment

WHO: Immediate supervisor, 1st line leader

WHAT: ID risk levels of Soldiers and engage in appropriate mitigation

WHY: This is the heart of knowing your Soldiers and staying engaged in order to keep them in your formation and in the fight

TIME REQ'D: about 30 min. per person per month

HOW:

1. Review the sample Soldier Risk Assessment Packet (attached) and adjust as needed

2. Complete step by step instructions are located on page 2 of the sample packet (modify as you see fit); it starts with an assessment of each Soldier, and while some areas ask the Soldier to self-report, you should supplement with your own knowledge of each unit member

3. The key is to understand your Soldiers and their risk tendencies, monitor their behaviors, and intervene as appropriate; the latter is critical – leaders cannot simply stand on the sidelines and tolerate unacceptable tendencies or behaviors, even if they are off duty . . . ENGAGE!

4. This is not a one time deal but is for ongoing risk management between leader and led (and NEVER use the info collected on Soldiers for disciplinary or punitive actions)

See sample packet

Victory Starts Here!

Individual Soldier Risk Assessment
And
Counseling

(This form is to be maintained by the First line supervisor in a secure location. It must be safeguarded against unauthorized access. It serves as a method to monitor and mitigate risk for the Soldier).

Soldier:
1st Line Supervisor:

Limited Use Policy and Non-disclosure agreement: Although Soldiers maintain the right to refuse to answer any portion of the questionnaire, the purpose of this counseling is to help Soldiers. To encourage an open counseling session and truthful answers, this counseling session will operate under a Limited Use Policy. Any information concerning possible illegal behavior derived solely from the questionnaire and counseling session cannot be used for UCMJ or adverse administrative action. Additionally, information gathered will be safeguarded and any unauthorized disclosure may result in UCMJ action against the person who released the information unless described in the PRIVACY ACT STATEMENT below. Any information collected that may create a security clearance mandatory reporting issue must be reported IAW AR 380-67, para 9-104. In addition, collecting this information may create domestic violence mandatory reporting requirements in certain States to the appropriate authorities.

PRIVACY ACT STATEMENT

AUTHORITY: Title 10 U.S.C. Section 3013, Secretary of the Army; AR 385-10, Army Safety Program; E.O. 9397 (SSN); and Department of the Army systems notice A0001b AHRC, Unit Administrative Personnel Records.
PRINCIPAL PURPOSE: To assist leaders in identifying, assessing, and controlling risks and making informed decisions to mitigate these risks.
ROUTINE USES: In addition to those disclosures generally permitted under 5 U.S.C. 552a(b) of the Privacy Act, these records or information contained therein may specifically be disclosed outside the DoD as routine use pursuant to 5 U.S.C. 552a(b)(3) as follows: To victims and witnesses of a crime for purposes of providing information, consistent with the requirements of the Victim and Witness Assistance Program, regarding the investigation and disposition of an offense. In addition, the DoD 'Blanket Routine Uses' published at the beginning of the Army's compilation of systems of records notices also apply to this DISCLOSURE: Disclosure of your social security number and personal information to complete the Individual Soldier Risk Assessment and Counseling (ISRAC) is voluntary.

The Individual Soldier Risk Assessment and Counseling (ISRAC) booklet was designed by various agencies to include the 82nd Airborne Safety office and the Army Center for Substance Abuse to serve as a counseling tool which assists both the Soldier and their supervisor during regularly monthly counseling sessions to identify and discuss some potential risk behaviors.

The ISRAC utilizes many of the same questions used during regular counseling sessions but is designed to identify and track areas of risk; it also provides some counter measures to mitigate these risk areas. An extra benefit of the booklet is the point of contact list in the back of the booklet which lists key numbers for each area of concern.

Steps for Using the ISRAC

1.First line supervisors will maintain one ISRAC for each Soldier.

2.The supervisor will utilize the Soldier's ISRAC when they conduct their monthly performance counseling sessions with the Soldier.

(NOTE: The object is to identify and reduce risk – not punish the Soldier. The non-disclosure statement is intended to help Soldiers answer questions honestly without fear of reprisal.)

3.The supervisor should use pencil when filling out the ISRAC as it will be used for a 12 month period. The supervisor will ask the questions and record the answers. Then score the answer of each section on the "Risk Target" located on page 6.

4.The supervisor and Soldier will jointly discuss areas of concern and identify counter measures. If action is required utilize the POC list provided at the back of the ISRAC.

5.The supervisor should follow up with the Soldier to ensure any counter measures which required action are completed.

By identifying risks and intervening to reduce those risks we can help our Soldiers lead more productive lives and increase mission accomplishment. Ensure you discuss relevance of the subjects identified in the ISRAC and how they affect both the individual and unit goals.

Most importantly: We may save a Soldier's life!

Monthly
Record of Counseling

Comments	Observed Behavior

Monthly
Record of Counseling

Comments	Observed Behavior

This risk assessment tool focuses on six predominant areas or high-risk behaviors; however there are several additional areas that might suggest a Soldier is a greater risk to self, unit, friends or family. Below is a list of some possible indicators.

SEXUAL BEHAVIOR: Soldier is known to have multiple sex partners, or engages in unprotected sex.

SEXUALLY TRANSMITED DISEASES: Soldier has been diagnosed for a sexually transmitted disease such as HIV, Gonorrhea, Syphilis, Herpes, or Venereal Warts.

ALCHOHOL/DRUG ABUSE: Soldier has tested positive for, or is suspected of illegal drug use; is known to abuse alcohol or has been apprehended for DWI, drunk and disorderly conduct, or public intoxication.

TRAFFIC OFFENSES: Consider all moving traffic violations.

SUICIDE/PARASUICIDE: Soldier is withdrawn, depressed or communicates suicidal thoughts or intent.

EMOTIONAL PROBLEMS: Soldier is moody, irritable, angry, depressed or has low self-esteem.

FINANCIAL: Soldier is known to have financial problems such as bad checks, indebtedness, repossessions, or calls from creditors.

RELATIONSHIP PROBLEMS: Soldier is known to have severe conflicts in relationships with spouse, children, or friends.

WORK PROBLEMS: Soldier is not a team player, does not get along with peers, consistently late for work, failure to complete assigned task, or lacks initiative.

AWOL POTENTIAL: Soldier has been AWOL, or in the leader's view, the Trooper has AWOL potential due to other allegations or problems.

LEGAL PROBLEMS: Soldier has custody, alimony, support disputes or other legal problems which may be detrimental to the Soldier's welfare and readiness.

HOUSING PROBLEMS: Soldier is in danger of losing quarters through eviction or has received a warning letter.

SAFETY: Soldier demonstrates unsafe work habits or personal behavior.

INJURIES/ACCIDENTS: Soldier has been injured resulting in lost work days.

RECURRING SICK CALL: Soldier uses sick call excessively.

EQUAL OPPORTUNITY: Soldier is the victim/perpetrator of racial slurs, jokes or sexually offensive remarks.

Sexual Behavior (only for single Soldiers)

a. How many times have you had unprotected sexual intercourse during the last 12 months?
1 or less = Low 2 or more = High

b. In the last month, how frequently did you or your partner use birth control during sexual intercourse that may prevent an unplanned pregnancy?
Always = Low 50% of time = Medium Rarely = High

c. How many partners have you had sexual intercourse with over the past 12 months?
1 or less=Low 2-5=Medium 6 or more = High

Alcohol Behavior

a. How many drinks (beer, liquor, wine) per week do you consume:
0-3 = Low 4-13 = Medium 14 or more = High

b. On average how many drinks do you consume at one time?
0-3 = Low 4-6 = Medium more than 6 = High

c. How often do you drink alcohol when you're upset or stressed?
Rarely = Low Sometimes = Medium Often = High

d. How often do you plan alternate means to get home when going out when you will be drinking alcohol, i.e. designated driver, taxi, etc.?
Always = Low Sometimes = Medium Rarely = High

Drug Behavior

a. How often, in the last 30 days, were you in an environment where illegal drugs were used?
0-1 = Low 2 or more = High

Violence/Depression

a. During the past 30 days, how many times have you been in a physical fight?
0 = Low 1 or more = High

b. During the last 30 days, did you get so mad that you wanted to hit, slap, or physically hurt your spouse?
No = Low Yes = Medium I did hit my spouse = High

In the box below are three things I will most likely do in the next 30 days that could be considered high risk behavior and also what I can do to change that behavior or reduce the risk.

1.

2.

3.

Discussion Points

- Counseling is available to assist you with any area of concern.
- You are an important member of the TRADOC team, your contributions make a difference!
- Regardless of your rank, if you see an unsafe act you must say something, you may be the one person who breaks the chain of unsafe acts leading to an accident.
- You need to keep an eye on your buddies, you should all work to help each other.

Means to Mitigate Risk

- Motorcycle Safety Foundation Experienced Riders Course (MSFERC) - not only is it required if you plan to operate a motorcycle on or off the installation, but it will make you a better rider.
- Driver Improvement Training (DIT) - squad leaders will direct Soldiers to this training if the Soldier has driving issues or was cited for a moving violation outlined in the TRADOC Safety Plan.
- Simply knowing what programs are out there and using those programs can often stop a potential issue.
- Physical Training is a great way to reduce stress!

Points of Contact

Commands fill in their appropriate POC #s

ACS:
ASAP Training:
ASAP:
Chaplain:
Mental Health Clinic:
Preventive Medicine:
Safety:
SJA:
Surgeon:
Family Advocacy:
Bde Safety:
www.armyonesource.com
www.hooah4health.com

c. How often, during the last 30 days, have you felt depressed or sad due to family concerns?
Rarely = Low Sometimes = Medium Often = High

d. How often, during the last 30 days, have you had thoughts of cutting on yourself or killing yourself?
Never = Low Sometimes = High

Financial

a. Do you have a budget that you use each month to pay your bills?
Yes = Low No = High

b. How much credit card debt do you have?
$0-1500 = Low $1500-2500 = Medium $2500 or more = High

c. Do you only make minimum payments on credit card debt?
No, always pay more = Low Pay more occasionally = Medium
Never, can't afford to = High

d. Do you currently have a second job to help pay off debt or to help earn extra money for your family?
No = Low Yes = High

e. How frequently do you find yourself struggling to pay bills, provide for your family, or have bill collectors hounding you at your home?
Never = Low Sometimes = Medium Often = High

Driving

a. In the last 30 days how many traffic citations have you received?
0 = Low 1 = Medium 2 or more = High

b. How often do you wear a seatbelt/helmet?
Always = Low Sometimes = High (Automatic Red-High Risk)

c. On average how much do you exceed the speed limit?
0-5 miles = Low 6-10 miles = Medium 11 or more miles = High

d. In the last 30 days, how many at fault vehicle accidents have you been involved in?
0 = Low 1 or more = High

e. Do you own or use a radar detector?
No = Low Yes = High

f. Did your POV pass the last unit safety inspection?
Yes = Low No = High

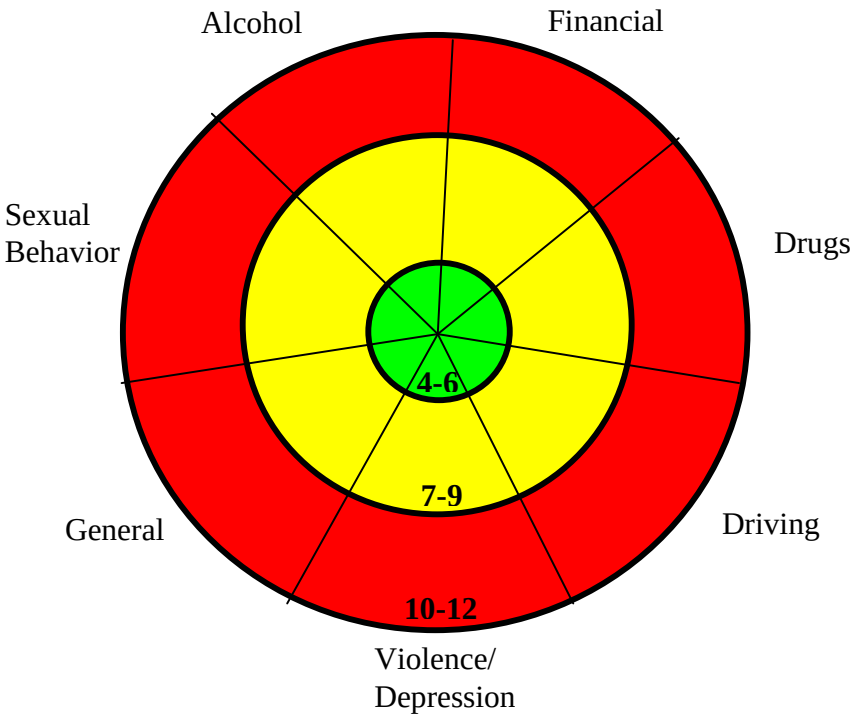
General

a. In the last 30 days, how many times have you been counseled for poor performance or conduct, on or off duty?
0 = Low 1 = Medium 2 or more = High

b. In the last 6 months, how many times have you received non-judicial punishment?
0 = Low 1 or more = High

c. Would you tell someone in your chain of command if you know of a peer that exhibits high risk behavior?
Yes = Low No = High

Risk Target



Review Soldier answers to questions.
Low = 1 point
Medium = 2 points
High = 3 points

Now score each group of questions:
4-6 = Green (low risk). No countermeasures necessary
7-9 = Amber (medium risk). Countermeasures must include education, coaching and mentoring on the steps to take to reduce the risk – see countermeasures page
10-12 = Red (high risk) Countermeasures require command involvement and referrals to appropriate agencies – see countermeasures page.

Counter Measures

Financial Behavior

Medium risk measures:
- Counsel Soldier on the importance of having a budget.
- Encourage the use of available financial services (ACS)
- http://www.armycommunityservice.org

High risk measures:
- Inform command
- Refer to ACS, Legal

Drug Behavior

Medium risk measures:
- Counsel Soldier on the risks associated with picking the wrong friends etc.
- Counsel Soldier on the available services
- http://www.drugfreeamerica.org

High risk measures:
- Inform command
- Refer to SARS/ASAP (http://acsap.army.mil)

Vehicle Behavior

Medium risk measures:
- Counsel Soldier regarding safe driving.
-Website review on safe driving https://crc.army.mil/home/

High risk measures:
- Inform command.
- Refer to defensive driving class or 4 hour remedial driving class.

Violence/Depression

Medium risk measures:
- Counsel Soldier on available services and encourage self referral.
- review commander's domestic violence policy with Soldier
- Website review on mental health (http://www.cdc.gov)

High risk measures:
- Inform command
- Command refer to mental health

Sexual Behavior

Medium risk measures:
- Counsel Soldier regarding risks
- Website review (http://www.cdc.gov)

High risk measures:
- Inform command
- Refer to preventive medicine and/or consider a unit briefing if significant numbers indicate a unit problem.

Alcohol Behavior

Medium risk measures:
- Counsel Soldier regarding risks.
- Inform of available services
- Website review (http://www.alcoholics-anonymous.org)

High risk measures:
- Inform command
- SARS/ASAP referral (http://acsap.army.mil)

Using Preliminary Loss Reports

WHO: Company-level leaders

WHAT: Distribute and discuss relevant Preliminary Loss Reports (PLRs) with their formation; PLRs are brief summaries of recent serious accidents

WHY: Current, relevant information on recent mishaps may help prevent the same in your formation

WHEN: Weekly or biweekly

TIME REQ'D: Less than 10 minutes

HOW:

1. Make sure you have access to PLRs; they're e-mailed to brigade commanders and above as they occur, so request copies through your chain

2. Post PLRs in a conspicuous location so Soldiers can read them

3. When a really applicable one comes out, pick a time very soon to share it with your formation

4. When the squad, platoon, or company is assembled, introduce it, read it, and discuss it
   - What happened
   - Why it happened
   - Key factors
   - How to prevent it

See sample PLR, attached, and look for the above

PRELIMINARY LOSS REPORT 07037

POV CRASH CLAIMS 1 SOLDIER'S LIFE -- ACCIDENT

A 1st BCT, 4th Infantry Division Soldier was killed in a vehicle crash on 29 December 2006 at approximately 0300 local in the vicinity of Cleveland, Ohio. The 21-year-old PV2 was on leave driving a newly purchased 1999 Chevrolet Silverado pickup when he lost control and left the roadway. In an attempt to correct, he steered back on the roadway, but was unable to regain control when the vehicle entered a ditch, overturned, struck an electric box, and caught fire. The Soldier was pronounced dead at the scene.

Including this accident, there have been **25** Class A POV accidents in FY07 compared to **26** for the same time frame in FY06. These **25** accidents have resulted in **27** fatalities compared to **25** Soldier deaths for the same time frame in FY06.

Consider these actions to help prevent vehicle crashes in general:

- √ Remind Soldiers that high risk times for accidents are between the hours of 2300 and 0500.
- √ Leaders advise Soldiers that the primary responsibility of the operator is to maintain vehicle control. Ensure Soldiers that operate vehicles take the Army Accident Avoidance Course to strengthen their driving skills; see the USACRC Online Learning web page for registration instructions.
- √ Instill in Soldiers the importance of maintaining situational awareness while operating a vehicle, e.g. reducing speed in unfamiliar areas, taking extra time when clearing turns or intersections, and not becoming a distracted driver.

* Preliminary Loss Reports (PLR) are For Official Use Only and are provided to leaders for awareness, trends, and TTPs. Our Army depends on you to disseminate PLRs to the lowest levels of your formation in order to help high risk troops understand the impact of decisions made on and off duty.

Soldiers as Safety Solutions

WHO: Company or battalion-level leaders

WHAT: Unit members themselves, particularly junior ones, ID hazards and risks, then suggest solutions (this is empowerment)

WHY: Fosters a leader-to-led partnership on risk management, which creates buy-in and commitment because junior members are involved; risk management by ***Soldiers*** for ***Soldiers***

WHEN: Idea 1, any time; idea 2, regular periods, such as QTBs

TIME REQ'D: For the leader, about 30 min. per quarter; for members, about 2 hrs per quarter

HOW (idea 1):
1. Bn or Co Cdr picks an outgoing, squared away, competent Soldier (PFC or below) that displays solid risk conscious beliefs and behavior. Appoint them as a Safety Soldier for the formation

2. Use your Safety Soldier for two things: a) feedback on how well safety programs are permeating the organization; 2) fresh ideas on how to "get to" the risky population better

3. Highlight them and their contributions every chance you get

HOW (idea 2):
1. Establish a Unit Mission Protection Council (UMPC) and select appropriate members (6 is good); they need not be model citizens* and should be a cross-section of who you have

2. Officer or senior NCO chairs it, assigns one issue or area for council to examine each quarter (e.g., transportation, training, off duty); to keep solutions practical, set limits on time, people, or $$$ that can be used

3. The group looks at hazards/risk on the activity, then forms feasible fixes

4. One member chosen per quarter to brief findings and recommendations to the UMPC chair on the given issue

5. Goal is for adoption/implementation of every feasible idea without becoming risk averse; member empowerment creates buy-in for solutions

***There is merit in assigning a few known risk takers to the council, since the whole process can open their eyes & get them to think more about their own behavior**

Mid-Leave Leader Radio Check

WHO: Immediate supervisors, any level

WHAT: Phone contact by supervisor halfway through subordinate's leave

WHY: Helps Soldiers to do the right thing during leave periods

WHEN: Across leave situations

TIME REQ'D: Less than 5 min.

HOW:

1. Before Soldier goes on leave, supervisor confirms a good contact # (usually a cell), i.e., one that is highly reliable

2. Supervisor notes mid-point of leave & puts date on calendar

3. On that day, supervisor makes brief call; example topics are
   - Just checking to see how things are going
   - What have you been up to & what have you got planned?

   ***Note**: look for **overconfidence**, **complacency**, **indiscipline**, and **lack of training** for the given activity or equipment – boldfaced items are common causes of accidents*
   - Remind to take proper precautions on things like partying, swimming, boating, hunting, gun handling, late night driving, ATV riding, rock climbing, upcoming weather (snow, ice, fog, rain), etc.
   - Finish with something like "we want you back in one piece" or don't forget your buddies back here"

4. Shouldn't last longer than 3-5 minutes

5. If unable to reach after two tries, leave a message & discuss contact # upon member's return

Oak Tree Counseling

WHO: Generally NCO leaders (immediate supervisors)

WHAT: Informal, leader-to-led talks to coach/teach/mentor

WHY: This is THE BEST WAY to relate to your people
. . . sincere, personal discussions work!

WHEN: About weekly, at an opportune time

WHERE: Chow halls, barracks, parking lots, transitioning somewhere, cool down after PT, similar places

TIME REQ'D: Less than 5 min.

HOW:

1. Know ahead of time what you want to talk about

2. Can be one-on-one or very small group (3-4)

3. Can be mission/work-related or off duty/recreation-oriented

4. Keep it short, simple (one main topic), and constructive (how to do the right thing)

5. Tailor it to the individual

6. Get eye contact, get agreement

7. Sample topics might include
   - Weekend activities
   - On duty driving
   - Weapons handling
   - Off duty driving plans
   - PT or sports
   - Any unsatisfactory, unsafe behavior

Note: *Most accidents are due to one or more of the following:* ***indiscipline***, ***complacency***, ***overconfidence***, *and* ***lack of training*** *– be on the lookout for these as they relate to the issue at hand*

See DVD for add'l tips and quick samples

Awards & Rewards

WHO: Leader at any level

WHAT: Establish and provide awards and/or rewards for safety, either individual or group performance

WHY: Positive reinforcement, like awards and rewards, not only guide behavior into doing the right thing but they are a powerful motivator

WHEN: Can be spot awards, quarterly, or annual; can be rewards based on specific performance, or on a time frame (such as "if the 82nd goes 82 days without a Class A accident, the division will get a nontraining day")

TIME REQ'D: About 1 hr for planning

HOW:

1. Establish what award or reward you want to provide
   - The award or reward will only motivate if it's seen as something desired, so figure out what your people want
   - Recognition is simple yet powerful – a certificate or plaque for doing the right thing goes a long way
   - Time off rewards – group or individual – are also potent (nontraining day or pass); it's valued & motivates safety behaviors

2. Develop the criteria for the award & publish it to the unit

3. Track individual (or unit) performance via the criteria

4. Make the award/reward promptly – don't let it languish; don't promise & then fail to deliver

5. Hand out the award/reward publicly, and let it be known why it's being given (what occurred to earn it)