



# Military Matters

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I hope you are still keeping those resolutions made before or shortly after the new year. Professionally, I hope you are pursuing personal development and enrichment and have found and implemented new avenues to improve the occupational safety and health programs and their results where you work.

During 2011, the Military Branch grew significantly. Part of this growth was attributed to outreach by ASSE staff to International Practice Specialty members. We welcome all members who joined the Branch during 2011. We also solicit their involvement. We have open positions on the Advisory Committee. Advisory Committee members typically spend less than five hours per month on Branch activities. If you would rather write an occasional article, Shawn Lewis, our Publication Coordinator, welcomes your contributions. Shawn is always looking for articles for our three publication issues each year. Please contact him if you have overcome a challenge or have written a paper for school or work that might be of interest to others. Please keep in mind that ASSE has editorial staff who can help in the writing process; we simply need your technical expertise and experiences.

During March 2012, the Military Branch will staff ASSE's booth at the Navy-sponsored Professional Development Conference (PDC) in Hampton Roads, VA. After the exhibits close at this PDC, Jack Fearing, International Practice Specialty Administrator, and I plan to make a presentation to appropriate members of the U.S. Coast Guard staff.

In April, I will attempt to recruit new members during the Global Safety and Health Conference in Honolulu, HI (formerly known as the PacRim Conference). In June, we will assemble in Denver, CO, for ASSE's [Safety 2012](#). A Branch networking event will be held during the conference. More information about that meeting will be available closer to June.

If you will be attending the Navy PDC or the conference in Honolulu, please find me and say hello. If you attend any meeting where there are safety professionals (uniformed and/or civil service) from the uniformed services, please say a good word about the Military Branch. To help, if you need booth or Military Branch materials, you can contact [Krista Sonneson](#) at ASSE.

On a personal note, I retired from the County of San Bernardino at the end of 2011. My new e-mail address is [cgates1@roadrunner.com](mailto:cgates1@roadrunner.com).

OSHA should release the revised Hazard Communication Standard (with the global harmonization of labels and signs plus the standardized safety data



sheet) in March or April. If you do not understand the impact of those changes on your SH&E programs, now is the time to obtain that understanding.

Despite what we read in the media, it is likely that OSHA will also release the Injury and Illness Prevention Program (I2P2) during 2012. If your employer already has a safety and health management plan that is equivalent in scope and depth to the ANSI Z10 standard, you will probably only need to make a few adjustments. If you do not have a plan that covers that amount of territory, now is the time to think seriously about developing one. Remember that federal OSHA standards are only minimums.

Best regards,  
[Christopher M. Gates, ARM](#)  
 Military Branch Chair

## Leadership for Tomorrow's Military Workforce

*By Shawn M. Galloway*

Final accountability for organizational culture lies with senior leadership: past, present and future. When recognizing unsatisfactory performance, the problem rarely lies with those being led. If leaders do not drive for new results, can we really expect followers to follow?

### Check Your Six & Remember What You See

Past generations may argue they had it worse than the leaders of today. It was indeed harder to work safely without the rules and regulations present most everywhere today. What was accomplished over the past several decades has created a safer world and work environment. However, what we did to accomplish this result will not continue to provide further improvement.

We must never forget that rules, policies and procedures are there for a reason. A common Navy adage reminds us, "Safety rules are written in blood." Yet, as we move forward to identify new ways reduce exposure to risk, we must remember that obeying the rules will not cover all exposure to injury opportunities.

It is critical that we never forget from where we have journeyed. Even more vital, we must realize that the innovations that allowed us to advance will not allow us to gain additional grounds. We need to think differently to produce different results.

### Command & Control to Situational Collaboration

After proudly serving in the U.S. Armed Forces and working with some of our nation's top leaders in both private and public sectors, it is apparent that there are both exemplary leaders as well as some appalling ones. Regrettably, hierarchical, paternal command and control is the most common leadership style found among organizations exhibiting average safety performance. Anyone can attempt to command behavior. Great leaders choose to inspire others to act, a fundamental cultural indicator of performance excellence.

Top-down chain of command worked to bring our society out of the state of uniform risk-chaos we found ourselves in decades ago. Moreover, this style of leadership works well when there is uniform deviation from accepted safety

practices. Command and control is quite effective in moving bodies, but it rarely moves hearts and minds.

Great leaders do not just prompt behavior; they inspire the intrinsic desire of others. In every organization there comes a time where the only path to transform results is to involve those typically left out. Collaboration becomes a necessary leadership style for further results. Becoming an accomplished leader cannot be learned solely through books; it comes from the experience of successfully and sometimes unsuccessfully leading others. Moreover, teams achieve greatness when they are made up of leaders, not followers.

Those who have achieved world-class safety performance have performed an about face from Henry Ford's famous quote, "Why is it every time I ask for a pair of hands, they come with a brain attached?"

### **Dress Right Dress but Ready Front**

Organizations of all types are on a perpetual search to see what others beside them are doing in safety. We compare, we benchmark and we search for other best practices created by other groups. While it is always important to ensure alignment, a decision needs to be made: do we want to follow or lead the way? Every group will be different from others, even those in close proximity. Trying to compare yourself with another group can result in a demotivated team.

If you desire transformational results, you will not find it among the average. It will be found through a hyper-focused and aligned search for a newer, better, more effective and efficient way. Certainly, Dress Right Dress. Compare to ensure that you are not missing anything. Seek other perspectives, approaches and lessons, but Ready Front. Keep your attention focused forward.

### **Commander's Intent: A Repeatable Goal**

If someone cannot repeat your strategy, then you have not effectively communicated your goal. When a commander's intent (CI) is shared, the subordinate receives a clear vision and purpose with expected behaviors and results. What is your CI in safety? Is it defined by what will be accomplished or what will not be accomplished?

Imagine if the following CI is shared: The troops will move in an undefined direction for a year's time, resulting in zero casualties. Is this not as ambiguous as a stated vision of zero accidents? The CI cannot be stated in what not to do (get injured); it must be stated by what will be accomplished, and how, with some room for autonomy as the order is cascaded.

### **Communicate SITREP for Measureable Progress**

Great leaders ask: Are our amazing results the consequence of what we are doing, or are they occurring in spite of what we are doing? Leaders who are surprised by results are ignoring important indicators. A situation report (SITREP) is a communication tactic that conveys many important things, including an overview of a unit's current activity. This report allows for communication of vital information both up and down the reporting structure.

Consider how powerful leveraging a SITREP could be if we applied the same strategies to safety communication. Organizations with world-class safety performance do not only measure and communicate the results, but focus on the performance required to achieve it as well. Just as many metrics should

focus on the desirable as the undesirable if we want a group working to celebrate achievements (100% safe, 100% of the time) rather than fewer failures (zero injuries).

### **Lead By Not Leading**

A leader is nothing without followers. Without them, a leader's organizational value decreases substantially. One of the elements of a great leader is the ability to check your pride at the door and to let others shine. There is no greater reward in leadership than seeing those you once led receive praise for their demonstrated leadership. Organizations, regardless of industry or military branch, will achieve greatness when inspired by great leaders, not when pushed or manipulated by them.

A great leader can stand in front of their followers and convince them to move their feet. Tomorrow's leader will need to move their hearts and minds. When this occurs, feet move at a much more effective pace. As Thomas Paine, the American writer who influenced the Revolutionary War, once wrote, "Lead, follow or get out of the way." The difference has been, and will continue to be, leadership, for this is where final accountability lies in recognizing transformational results.

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## **AGC Trains for Future Successes**

*By John J. Davis*

The Associated General Contractors of America (AGC) is a membership organization dedicated to furthering the ever changing agenda of commercial construction contractors, improving jobsite safety, expanding the use of cutting-edge technologies and techniques and strengthening the dialogue between contractors and owners (AGC, 2010-12 Strategic Plan).

AGC's Alabama chapter has taken the lead in expanding AGC mission of promoting the skill, integrity and responsibility of those who build America by offering various safety programs that exceed many organizations. AGC provides broad influence and a full range of services satisfying the needs and concerns of its members, partners and the industry, thereby improving the quality of construction and protecting the public interest.

On December 16, 2011, the Northwest Florida Section of Alabama AGC graduated its first class participants in EM 385-1-1 Training.

James V. Rives (director, professional development and education) of Alabama AGC visited Washington, DC to propose this new training opportunity to AGC's national office. Rives and Matt Boles, Northwest Florida AGC manager, are bringing a 40-hour hazard awareness course based on the U.S. Army Corps of