



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA  
FORT HUACHUCA, ARIZONA 85613-6000

ATZS-CG (385)

21 March 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: POLICY 105 -- Safety

1. Our mission is the protection of the Nation. The ability to perform this mission is reduced when we sustain unnecessary losses due to accidents. As the Safety Officer for the US Army Intelligence Center and Fort Huachuca (USAIC&FH), I want to ensure that no one is exposed to undue risks.
2. Army organizations have three tiers of safety: commanders, leaders and individuals. The three tiers interact and form the basis for a cohesive program to identify and mitigate hazards before they result in accidents. Failure in any of the tiers compromises everyone's safety and can have a major impact on our readiness. All three tiers must be actively involved in a nested program of safety awareness and execution for all risks to be identified in advance and mitigated. If any one at any of these three levels does not actively participate in risk identification and mitigation, the safety net fails. The responsibilities of the tiers are:
  - a. Commanders provide overall direction and establish the framework for the integration of safety throughout their organizations. They set the standards for performance.
  - b. Leaders implement and refine the guidance provided by commanders and reinforce its application throughout the organization.
  - c. Individuals are responsible for performing to the standards established by commanders as implemented by their leaders. They must accept personal responsibility for their actions.
3. We are entrusted with the safety of the individuals we lead. We must accept this responsibility and conscientiously strive to eliminate the potential for risk. We will accomplish this through effective supervision, strictly enforced standards and personal accountability at all levels.
4. Risk management is a proactive approach to identify and reduce risk. This tool allows leaders to assess hazards and develop corrective actions to minimize inherent risks to our personnel. Risk management will be included in the planning and execution of every operation.
5. The proponent for this policy is the Installation Safety Office, at 538-SAFE (538-7233).

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6. This memorandum supersedes USAIC&FH memorandum, ATZS-CG, 3 Apr 01, subject: Policy 01-33 -- Safety.

///original signed///  
JAMES A. MARKS  
Brigadier General, USA  
Commanding

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