THE SENTINEL

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Managing Risk to Operate: Making ORM Part of CAP's Culture

While good CAP-wide initiatives come and go, ORM has been around for more than a decade but only recently adapted for CAP. Why has it been around so long? Because it's a simple, common-sense approach and a uniquely useful tool for achieving excellence while preventing mishaps.

So why is it that the highest-ranking leaders in the CAP continue to espouse the virtues of ORM, and yet the youngest of our members and our junior leaders have trouble understanding the basic steps of the process?

This is a navigation aid to help us change course and make ORM an integral part of CAP culture. It is a guide to changing our perceptions of what ORM is and what it is not.

ORM is not about avoiding or eliminating all risk in what we do. We face risk every time we get into our cars, man an aircraft or attend an activity. These risks don't keep us from doing our jobs. A Navy Admiral once coined the phrase "Managing Risk to Operate," and made it clear that ORM is about getting the job done while keeping our members and equipment capable of doing it again tomorrow. This is why the ORM effort nation-wide is being reinvigorated and standardized.

Where We Want To Be

We want everyone to understand risk management. We want them to know how to apply the principles and the process at the right level in their specific tasks and activities, on and off duty. We need every CAP member to understand that every injury to a member or damage to CAP equipment robs us of a vital part of our team.

A critical step is changing people's perceptions of ORM:

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- ORM is a tactic; not a safety program. It is a way to deal with the threats (hazards) we face every day. These threats are almost always under our control, and the deadliest ones are our own human errors.
- We use ORM all the time, we just don't recognize it. By taking advantage of the ingenuity of others, by following procedures, and by using the tools provided for us, we are managing risk.
- We all must learn to ask, "What's different today?" as a way to anticipate changes in "routine" task. In ORM terms, this question transitions us from planning (deliberate ORM) to action (time-critical ORM). It allows us to alter our plans and deal with unexpected hazards.

The Way Ahead

Ingraining ORM into our culture will require leaders to think and plan with the principles and concepts of ORM fully integrated. Leaders must teach ORM techniques to our newest members. Junior personnel must understand that they need to master a simple set of skills to effectively play their positions on the team, watch for changes, and communicate what they see to their teammates. Everyone must know and use ORM terms so everyone knows the process is in action.

Col Lyle E. Letteer, CAP
National Safety Officer

Holiday and Summer Safety

According to the National Safety Council, during the past 37 years, an average of 90 people per year have been struck and killed by lightning. Florida, Texas and North Carolina consistently rank as the top three states for lightning related deaths. Since lightning can't be stopped or prevented, you need to know what actions to take during periods when lightning is active.

- Stay inside away from windows
- If outdoors, stay away from water, metal objects and under trees
- When outdoors put your feet together, duck your head, crouch down and put your hands over your ears

Commercial vendors should deliver, prepare, handle and operate all fireworks displays. These vendors must be licensed under local laws. For fireworks around the home, contact your local police department to make sure they are permitted. Do not allow young children to play with fireworks. Provide close supervision for older children. Read and follow all warning instructions printed on the label. Keep a bucket of water nearby for emergencies. Pour water on fireworks that do not go off. Remember, attending a professional display is the safest.

- Attend professional displays
- If you decide to have a display, make sure fireworks are legal
- Keep fireworks away from children
- Check the package for instructions on storage

A trip to the barbecue grill could net you more than a tasty meal, particularly when mixing charcoal with gasoline or lighter fluid or when using an improperly vented propane grill. Summertime chefs can reduce the chance of serious injury by adhering to simple safety precautions.

- Well ventilated areas outdoors
- Approved lighter fluids, no gasoline
- Stand upwind when lighting grill
- For propane grills, open grill cover before lighting
- After cooking, shut the propane bottle valve off and let the gas in the lines burn out

Don't forget that risk management techniques can reduce the potential for mishaps. The five-step process includes:

- Hazard Identification
- Risk Assessment
- Risk Decisions
- Control Implementation
- Monitoring

Col Lyle E. Letteer, CAP
National Safety Officer

Encampment Safety Observations

Having spent last week on staff (not as the safety officer) at a wing summer encampment with an NCO academy running simultaneous, I was able to observe some safety issues first hand.

Water and Gatorade were plentiful at every activity and one eight-ounce glass of milk and juice could be consumed at mealtimes. No soft drinks were allowed. Even with the availability of fluids, there was the usual dehydration. Although "Hydrate! Hydrate! Hydrate!" was spoken several times during the day, the cadets were not taking in enough fluids. The cadets on my staff assured me they were drinking water, even though I never witnessed two of them drinking without being told to. Only after putting a bottle of water in their hand, did I observe them drinking between meals.

Two basic cadets sprained joints. One stepped in a hole during drill which resulted in a sprained ankle. A thorough inspection of activity areas at the start of encampment using a line search may have prevented this injury. The other cadet tripped after getting out of bed and sprained a hand. Expect and insure each cadet, basic and staff, keeps their room neat and picked-up at all times.

Locked knee issues occurred. During pass-and-review and graduation, a brigadier general base commander requested all cadets on the field to relax a little. The encampment cadet commanders should follow this example.

A few sunburns were noted on cadets and senior members. Have sunscreen available in the field and remind ALL to use it. "I don't like to use sunscreen because it's greasy, or smells funny, etc." is not an acceptable excuse. There are new sunscreens on the market that eliminate the common complaints about the product.

The last issue is the most often observed; just plain tired. Heat had a lot to do with it. There was high humidity and daytime temperatures in the 90s throughout the week. A lot of generally not feeling well, mild stomach aches, headaches, and lack of sleep appeared in cadets as well as senior members.

There is a lot to do and a short time to do it at encampments and summer activities. When you are not at your best both mentally and physically, accidents, injuries and illnesses have a way of happening. Look to schedule down time; not an hour here and there, but a block of several hours during the middle of the event for all to recharge their batteries and have some personal time. Even though lights-out is at 2200, you know cadets and senior members will be up well past that. Someone must enforce the lights-out. Try to schedule one day's activities to begin after 0900 to allow for some extra sleep.

If enough senior members are on staff, run two shifts. Request that senior members from a local squadron, who cannot commit to a staff position the entire activity, volunteer a few hours during the morning, mid-day or evening to give the full-timers a break.

Time and resource management is the key to a safe and accident free summer CAP event.

Lt Col Brenda Allison, CAP
Asst National Safety Officer

Summary of Form 78 Accidents and Incidents for May 2009

Aircraft

Landing-MX inspection revealed tail tie-down eyelet protection plate bent, plate had contacted a/c skin.

Bird strike-on final heard noise/felt slight bump from behind. Found dent at leading edge root of left horizontal stabilizer during post flight.

Ground handling-tow bar found on ground after flight. Chip near end of prop blade and gash in tow bar noted.

Ground hdlg-pilot was maneuvering for departure when propeller struck a barrel being used to mark runway.

Ground hdlg-small dent on the outboard corner of the right aileron/broken wick found during preflight.

Landing-scratches on tow hook & rear tail box found during preflight.

Precautionary landing-engine kicking after takeoff. Had been no significant drop in left magneto during preflight run-up.

Precautionary landing-engine sputtered approx 5 seconds, emergency procedure implemented, landed safely.

Landing-aircraft porposed on landing, prop strike.

Rear left seat belt left hanging out of door. Banged on a/c in flight pock-marking metal skin and chipping paint.

Bird strike-bird struck left wing at 3000' MSL. Broken landing light cover & feathers found after landing.

Electrical failure (total)-Gippsland on IFR flight plan landed safely in heavy rain and periodic ground fog.

Precautionary landing-minor engine surge in flight. Carburetor air intake damage and animal traces found next day.

Precautionary landing-strong odor of electrical smoke climbing through 6000' MSL.

Maintenance-spinner backing plate found cracked during post-flight inspection. Small tab had broken, but remained attached to spinner.

Vehicle

Contacted a support column in the parking garage while backing. Minor crease in left rear bumper.

Rear fender of non-CAP vehicle from on ramp merged into front bumper of Corp vehicle.

CAP van collided with a non-CAP vehicle at intersection. Front end damage to CAP vehicle.

Rear end collision at a red light. Bent front license plate frame.

CAP vehicle struck non-CAP vehicle. Minor front bumper dented.

Blowout of rear passenger side tire.

Backed into fence post. Left taillight, left quarter panel, left rear bumper.

Struck a rock while backing. A ground marshal was being used. Paint scrape, with no other damage to the bumper.

Left front wheel fell of the van caught the frame of trailer it was towing. Small dent and 6 inch scrape in paint above front left wheel well.

Bodily Injury

SM tripped on sidewalk between hangars; lacerated forehead.

SM cut finger; received stitches.