



## UNITED STATES MARINE CORPS

MARINE MEDIUM HELICOPTER SQUADRON 268  
MARINE AIRCRAFT GROUP 29 (REIN)  
2D MARINE AIRCRAFT WING (FWD)  
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From: Commanding Officer  
To: All Hands

Subj: BATTLE THE BLUE THREAT SAFETY CAMPAIGN PLAN

Encl: (1) HMM-268 Operational Risk Management (ORM) Gram - Blue Threat  
(2) Maximum 30 Day Recommended Flight Time Waiver  
(3) Beat the Heat Campaign Brief - Power Available vs. Power Required  
(4) Global War on Error - Combat PowerPoint Presentation  
(5) GWOE-C Violation Producing Condition Example Matrices  
(6) Campaign poster examples  
(7) Fatigue and Stress Brief by HMM-268 Aviation Safety Officer  
(8) Battle the Blue Threat and Mishap Review PowerPoint Presentation

1. Situation. Since 1980, Naval Aviation has lost 18 aircraft to enemy fire (the "Red Threat"), but in that same time period Naval Aviation has lost 524 aircraft to mishaps (the "Blue Threat"). Blue Threats are weaknesses, trends and other risks that could result in self-defeating behaviors. The Blue Threat is far more likely to prevent mission accomplishment or get our Marines and Sailors killed regardless of mission. Low Light Level (LLL) flight in low-contrast terrain, take-offs and landings at max gross weight in brownout conditions, complacency and fatigue are just some specific examples of Blue Threats (Enclosure 1). The inherent dangers associated with working in combat poses significant risks associated to our mission. Making snap decisions without being alert to the repercussions can often lead to an incident. As a result, this has a direct and degrading impact on mission readiness due to personnel and equipment limitations. If each and every Marine and Sailor is not alert to the second and third order effects of their impulsive decisions, mission success can be significantly altered. Mitigating the threats in a changing work environment with adverse conditions is just as crucial in how we plan to counter it. The primary purpose of this campaign is to increase the squadron's overall mission readiness by reducing and preventing needless ground and aviation mishaps that usually result from negligence, inattention, or simple carelessness. It is imperative that as a squadron we raise the awareness of each Marine and Sailor, thereby ensuring attention to detail on a daily basis in all aspects of operations and maintain self-discipline in how each of us conducts ourselves both at work and when off shift. Furthermore, we must do so collectively as a team and check on our fellow Marines and Sailors. All Marines and Sailors must learn to respect the Blue Threat.

2. Mission. To increase the squadron's overall mission readiness by proactively working to mitigate the Blue Threat in all operational areas and therefore reduce and prevent the incidence of ground and aviation mishaps.

3. Execution. This plan will introduce "Battle the Blue Threat" as a mindset and a way of life for all of the Marines and Sailors of Marine Medium Helicopter Squadron 268 (HMM-268). The "Battle the Blue Threat" Campaign is a carefully developed, deliberate and proactive campaign aimed to teach Marines and Sailors self-management skills. Enabling them to recognize when they are most at risk of making a mission threatening error and preventing it

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in advance are vital to our mission readiness. The "Battle the Blue Threat" Campaign is the overall theme with other subset campaigns such as "Beat the Heat", "Global War on Error - Combat (GWOE-C)" and "Kill Complacency" as three others which will be introduced to squadron personnel throughout the deployment.

a. **"Battle the Blue Threat" Campaign.** On order, the HMM-268 Safety Department will address the evening and morning maintenance meetings to introduce and kick off the "Battle the Blue Threat" Campaign. Below is a brief overview of the other campaigns integrated into the overarching "Battle the Blue Threat" Campaign. More detailed plans with specified tasks for each department will be published to signal the official start of the "Beat the Heat", "Global War on Error - Combat (GWOE-C)" and "Kill Complacency" Campaigns. The specified tasks are as follows:

(1) Safety Department

(a) The Director of Safety and Standardization (DoSS) shall coordinate and conduct all aspects of the "Battle the Blue Threat" Campaign.

(b) The Aviation Safety Officer (ASO) shall procure safety posters focusing on "Battling the Blue Threat" and will place them throughout the squadron (Enclosure 6).

(c) The Ground Safety Officer (GSO) shall provide S-shop orientation. Additionally, the GSO will assist in the production of "Battle the Blue Threat" Campaign posters and will periodically provide updates to address current trends or concerns.

(2) Medical

(a) The Flight Surgeon shall coordinate with S-3 to monitor aircrew flight hours and shall conduct a medical screening when an individual aircrew reaches the 60, 80 and 100 flight hour benchmarks. During the medical screenings, the Flight Surgeon will evaluate each aircrew on proper nutrition, stress levels and adequacy of rest. An aircrew flight hour waiver for those exceeding 100 flight hours in a 30 day period will be routed to the Commanding Officer for endorsement (Enclosure 2). Re-evaluation of all aircrew in excess of 100 flight hours will be conducted every 10 days after the initial 100 flight hour screening until his or her flight hours are below 80 hours in a 30 day period.

(b) The Flight Surgeon will monitor all Marines and Sailors for both acute and cumulative fatigue. If recognized, a medical evaluation of that Marine or Sailor shall be conducted, and his or her chain of command will be informed.

(3) S-3

(a) S-3 shall coordinate with the Safety Department and the Flight Surgeon to monitor aircrew hours. The daily flight schedule will indicate which aircrew need to see the Flight Surgeon for their 60, 80 and 100 flight hour medical screenings.

(b) S-3 shall ensure that the Aviation Safety Council, Enlisted Safety Council, Human Factors Council, Aviation Mishap Board and GWOE-C discussions are all scheduled monthly.

(c) S-3 shall coordinate with the Safety Department to ensure that aircrews are paired in a manner that complements their differing OIF

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experience levels. Being an Aircraft Commander or copilot is not a factor. S-3 shall coordinate with the Safety Department to ensure aircrews' personalities and experience levels are best matched to allow effective CRM to occur. S-3 shall also ensure that those officers whose ground jobs are exceptionally demanding (CO, XO, OpsO) are paired with copilots who are best able to help prepare for any given mission.

b. **"Beat the Heat" Campaign.** The purpose of "Beat the Heat" Campaign is to implement procedures in order to mitigate the hazards/risks associated with increased atmospheric temperatures. HMM-268 is currently deployed to the Al Anbar region of Iraq. This territory is categorized as mostly broad desert plains with mild to cool winters and dry, hot, cloudless summers. During the summer and fall months, the temperatures in this area will range up to 120 degrees Fahrenheit. This temperature increase will have a dramatic effect on personnel and aircraft performance (Enclosure 3). Precautionary measures must be taken, or personnel will suffer the effects of dehydration, heat cramps, heat exhaustion and/or heat stroke. Aircrew will also see a significant degradation in helicopter performance and capability, which can have dangerous consequences if pilots and aircrew are not aware of these limitations and take the appropriate measures.

c. **"Global War on Error - Combat (GWOE-C)" Campaign.** This campaign will consist of an initial Global War on Error-Combat (GWOE-C) brief, which will set the tone for the campaign (Enclosure 4). The ASO will introduce GWOE-C to all aircrew and facilitate monthly discussions addressing required GWOE-C topics and issues of concern. These topics will be specific to the squadron's current mission and hazards associated with that mission. A Violation Producing Condition (VPC) spreadsheet (Enclosure 5) will be submitted to MAG-29 with the results or recommendations from the discussions. The GWOE-C discussions are intended to mitigate Blue Threat risks by applying GWOE concepts, thus preventing or mitigating the unique risks associated with this Area of Operation. The effects of fatigue and cumulative fatigue will be addressed monthly. Other topics may include:

- (1) Day/Night Shift Transitions
- (2) Low Light Level (LLL) Flight Conditions
- (3) Max Gross Weight Take-off and Landing
- (4) "Seen it, done it" & "It's like we never left" Mindset
- (5) Complacency

d. **"Combat Fatigue" Campaign.** The "Combat Fatigue" Campaign will be introduced within the first three months of deployment where the effects of cumulative and acute fatigue begin to affect Marines and Sailors. This campaign will include information on how to recognize the signs and symptoms of fatigue, how to mitigate and guard against fatigue. The Commander's Intent and squadron policy regarding crew rest and crew day will be reinforced within this campaign.

e. **"Kill Complacency" Campaign.** The "Kill Complacency" Campaign will be introduced in the last half of the deployment where the duration of the deployment and the operational demands present an environment that may promote complacency at all levels. Preventative measures must be taken to recognize the warning signs of complacency, such as cumulative fatigue, contentment, and decreased morale, which directly affect the productivity and performance of all in daily operations.

f. **Standard Risk Mitigation Techniques**

(1) **Flight Schedule Risk Mitigation.** The Safety and Operations Departments shall review the flight schedule to ensure aircrews are paired in

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a manner that complements their differing OIF experience levels. Being an Aircraft Commander or a copilot is not a factor. Coordination between the Safety and Operations Departments ensure aircrews' personalities and experience levels are best matched to allow effective CRM to occur. Furthermore, the Operations Department shall ensure that those officers whose ground jobs are exceptionally demanding are paired with copilots who are best able to help prepare for any given mission.

(2) Aviation Safety Council (ASC). The ASC is established to provide a means for identifying problem areas, safety hazards and mishap potential, for determining the appropriate action agency for those identified items and for assigning the necessary corrective action. A secondary purpose is safety education/motivation. The ASC will meet monthly or as directed by the Commanding Officer when special meetings are required to consider problems of an urgent nature. The ASO will keep complete and accurate notes of the meetings. The minutes shall be forwarded to me for my comments and signature and shall be distributed to each maintenance shop within the squadron. The minutes will also be added to the pilots' read and initial binder for review.

(3) The Enlisted Ground Safety/DRIVESAFE Council. This council shall meet monthly at the Ground Safety Officer and QA Safety Manager's discretion or as directed by the Commanding Officer when special meetings are required to consider problems of an urgent nature. The main purpose of this council is to discuss issues regarding safety, to identify hazards, and to provide suggestions for corrective action. Topics include, but are not limited to, occupational safety, automobile safety, and pedestrian safety. The minutes shall be forwarded to the Commanding Officer for signature and shall be distributed to each maintenance shop within the squadron. The GSO will keep complete and accurate notes of the meetings. The minutes shall be forwarded to me for my comments and signature and shall be distributed to all shops within the squadron.

(4) Human Factors Council (HFC). Human error continues to be the leading cause of mishaps in Naval Aviation. In many instances, supervisors and peers were aware that certain issues existed and in hindsight, were actually causal factors in a mishap, but those issues were not known by the Commanding Officer. Corrective action at the squadron level will arrest trends, ensure personnel are properly directed or counseled, and minimize potential problems that adversely impact safety and operational readiness. They must be reviewed on a recurring basis due to the insidious nature of human factors. Although the HFC is required by higher to meet every quarter, I have directed that the council meet monthly to consider each crew member's progress, any professional and personal circumstances affecting his or her performance and capabilities, and any impact on future training requirements. The specific objectives of the HFC include, but are not limited to:

(a) To evaluate the current training levels, training progress, air discipline, and ground duty performance of all aircrew to include personal circumstances that may cause unusual stress.

(b) To provide guidance toward resolving, reducing or eliminating the stressor/factor.

(c) To update the status of members who were previously identified as having human factor symptoms or abnormalities.

(5) Standardization Board (Stan Board). The purpose of the Stan Board is to detect and eliminate hazards in flight operations, to standardize techniques of instruction and to improve aircrew performance. I have directed that the Standardization Board will meet monthly. The specific

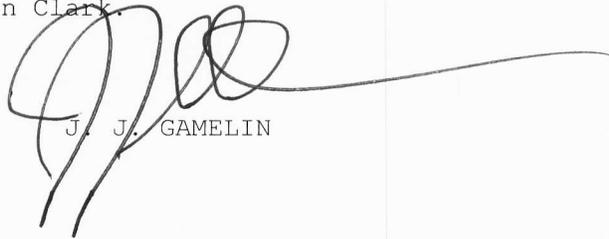
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objectives of the board include monitoring pilot training progress, identifying weaknesses and determining recommendations for corrective action as well as identification of safety problems within the squadron and recommendations for corrective action.

(6) Aircraft Mishap Board (AMB) Training. The ASO is required to conduct AMB training at least once a quarter. However, recognizing the need for each AMB member to fully understand his or her specific duties, I have directed that the AMB shall meet monthly. At these meetings, the AMB shall review the procedures and each members' duties in conducting an AMB, and all members shall assess and evaluate the resources available for their respective duties.

4. Coordinating Instructions. The overall objective of this campaign is the mitigation of the Blue Threat through applied individual and collective efforts to combat them, thereby preserving our valuable assets and priceless Marines and Sailors for use against the enemy. The point of contact for this campaign is the HMM-268 Aviation Safety Officer, Captain Clark.

5. Command and Signal. The point of contact for this safety campaign plan is the Aviation Safety Officer, Captain Clark.



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