



The Safety Corner

From the Marine Corps Center for Lessons Learned
February 23, 2007



Commander's Warrior Workshops

This issue of the Safety Corner includes an article by Headquarters Safety Division that provides information on a valuable program for commanders.

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From the Director:

This issue of the Safety Corner is published at the request of Headquarters Safety Division to help pass on some information about the Commander's Warrior Workshop. This new program has helped identify trends within a command and has only served to help improve the organizational effectiveness and safety climate of the participating commands.

I encourage commanders to check out the website listed in the article and find out if this type of program can assist your organization's quest for operational excellence. "Knowledge is Power," and this power can save lives.

I look forward to your comments, observations, and concerns.

Semper Fidelis,

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Overview

Modeled after Naval Aviations' *Culture Workshops*, The Commander's Warrior Workshop (CWW) is a voluntary, self assessment program for the benefit of the participating commanding officer. The primary purpose of this new program is to assist the commander in identifying or validating organizational effectiveness based on *Operational Excellence*, "...which exists on a foundation of Trust, Integrity & Leadership created and sustained through effective Communication". Furthermore, CWW perfectly fits in the first step of Operational Risk Management (ORM) - identifying "hazards".

The CWW is a 2.5 day process and the information derived from the workshops stays with the unit commander. A cross section of the unit participates in workshops conducted by a trained USMC Facilitator. The workshop consists of (7) group seminars with up to 15 Marines in a group: (2) E1-E3 workshops, (2) E4-E5 workshops, (1) E6-E8 workshop, (1) Junior Officer workshop, & (1) Senior Leadership workshop. In addition, the Facilitator conducts an in/out brief to the unit commander. So far, 18 battalions have participated with growing success.

The CWW process identifies organizational effectiveness by understanding the unit's culture. It can only improve a leader or unit by taking into consideration the issues, hazards, and trends identified by the participating unit, assessing them and implementing controls to prevent their reoccurrence. The goal of the Facilitator is not to solve a problem but to provide perceptions gathered so the commander can solve the problem.

Mission first, people always!

Maj Robert "Chach" Rubio

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Trends

Commanders are given the opportunity to express their concerns via critiques to the CWW Facilitator via the chain of command. The critiques are the only information that is viewed outside the command. One of the primary purposes of the critiques is to gather Marine Corps trends so leadership can identify and fix Corps-wide problems. One of the critique questions focuses on hazards that inhibit operational excellence, force preservation and mission accomplishment. Below are the 10 common themes gathered from the Battalion Commanders who have participated in the CWW program:

1. **Limited Staffing/Manpower:** High personnel rotation inhibits institutionalizing unit improvements.
2. **Constant billet turnover:** Constantly going over basic information and SOPs with minimal time to progress beyond the basic level of unit training.
3. **Increased op-tempo is outrunning manning.**
4. **Junior leaders are forced to serve above their experience level:** Lack of professional knowledge, trust and integrity; increase in non-deployable or separating (admin/medical) personnel.
5. **Insufficient time to train to the level of proficiency.**
6. **Mission requirements exceed available resources:** Reactive planning vice mission planning.
7. **Increase in stress and deployment fatigue:** Very little dwell time at home due to OIF deployments.
8. **Increase in alcohol and drug abuse:** Post deployed units are more accustomed to see higher incidences.
9. **Increase in PMV and motorcycle incidents:** With an increase in scheduled or 'pop-up' exercises, Marines have very little down time; junior Marines use poor decision-making/judgment by 'maxing out' their fun time on a compressed liberty timeline.
10. **Lack of/breakdown in communication:** A pervasive problem across all units; units seem to have a 'low or poor bandwidth' (ineffective ways of providing information flow) and an increase of information which needs to be passed.

For more information on how to request a Commander's Culture Workshop, visit the Ground Safety website at <http://hqinet001.hqmc.usmc.mil/sd/ground.htm>.

Then click on the link for Climate Survey & Warrior Workshop Registration



Safety Corner "Update"

A recent article of the Safety Corner touched on the topic of Fall Protection. Whether the individuals in the photograph have read the article is unknown, however, the tie of points (or lack of) for their lanyards would make any safety officer cringe.

Perhaps the Check List for Fall Protection should have stressed the importance of the Tie Off Point for the fall protection harness a little more.

Even if you have no formal training in safety, hopefully somewhere a little voice is telling you, "Something does not look right."

Listen to that little voice. Inform your supervisor, safety officer, or any one who can stop these guys and have them do the job right.

Photo taken from Naval Safety Center.

The observations and recommendations contained in The Marine Corps Center for Lessons Learned (MCCLL) Safety Corner represent the considered judgment of Marines who have identified safety issues in their units. The purpose of this newsletter is to apprise other Marines of these safety recommendations and to encourage them to enter their own lessons into the Marine Corps Lessons Management System (LMS).