Training and Evaluation Outline Report

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Task Number: 10-BN-0202

Task Title: Conduct Petroleum Support Battalion Operations

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Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the CASCOM, Fort Lee, Virginia foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary	Source Information
	(SUPERSEDED) ATP 4-90 (Change 001 04/29/2016)	BRIGADE SUPPORT BATTALION http://armypubs.army.mil/doctrine/DR_pubs/ dr_a/pdf/atp4_90.pdf	Yes	No	
	ADP 5-0	The Operations Process	Yes	No	
	ADP 6-0	ADP 6-0 Mission Command http://armypubs.army.mil/doctrine/DR_pubs/ dr_a/pdf/adp6_0_new.pdf		No	
	AR 200-1	ENVIRONMENTAL PROTECTION AND ENHANCEMENT	Yes	No	
	AR 70-12	FUELS AND LUBRICANTS STANDARDIZATION POLICY FOR EQUIPMENT DESIGN, OPERATION, AND LOGISTICS SUPPORT	Yes	No	
	AR 710-2	SUPPLY POLICY BELOW THE NATIONAL LEVEL	Yes	No	
	ATP 3-93 THEATER ARMY OPERATION		Yes	No	
	ATP 4-0.1	ARMY THEATER DISTRIBUTION (http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp4_0x1.pdf)	Yes	No	
	ATP 4-43	Petroleum Supply Operations	Yes	Yes	
	ATP 4-93	Sustainment Brigade	Yes	No	
	FM 4-40 (Change 001, May 08, 2014)	QUARTERMASTER OPERATIONS http://armypubs.army.mil/doctrine/DR_pubs/ dr_a/pdf/fm4_40.pdf	Yes	No	
	FM 4-95	Logistics Operations http://armypubs.army.mil/doctrine/DR_pubs/ dr_a/pdf/fm4_95.pdf	Yes	No	
	FM 6-0	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS (THIS ITEM IS PUBLISHED W/ BASIC INCL C1 AND C2)	Yes	No	
	PAM 710-2-1	USING UNIT SUPPLY SYSTEM (MANUAL PROCEDURES)	Yes	No	
	TM 4-43.31 (Revision, March 25, 2015)	Petroleum Laboratory Testing and Operations	Yes	No	

Conditions: The Petroleum (POL) Battalion has received an operations order (OPORD) from higher headquarters (HQ) to conduct theater bulk petroleum operations support for supported units and may go as far forward as the brigade support areas when required. The battalion operations are established in support of a higher HQ operational mission. The petroleum battalion has primary access to main supply routes, external logistical support, and it is accessible to all supported and supporting customers/units. Continuous digital and analog communications have been established. All applicable regulations, internal and external tactical standard operating procedures (TSOP), technical manuals (TMs), and field manuals (FMs) are onhand as reference material. The battalion staff has been provided guidance on rules of engagement for this mission. Threat capabilities include opposing forces which have the ability to gather information, interact with hostile force sympathizers, coordinate suicide bombings, set up improvised explosive devices, coordinate air support, and execute reinforced platoon/squad operations in a chemical, biological, radiological, and nuclear (CBRN) environment. Mission, enemy, terrain and weather, troops and support available-time available and civil considerations (METT-TC) identified constraints

must be considered. The unit is not likely to be attacked with hostile enemy fire or chemical agents. This task will be performed under all environmental conditions. All authorized equipment is on hand and operational. All section personnel are available to conduct all day and night operations. Specified time constraints are identified in the operations order. The section has adequate time to prepare. Unit leaders are present in the area of operations. Some iterations of this task should be performed in MOPP 4.

Standards: The petroleum battalion conducts theater bulk petroleum operations with the use of all available equipment and personnel within the specified time constraints in the mission OPORD and in accordance with (IAW) the approved Army standards identified in the Task Evaluation Criteria Matrix which is included in this task below, commanders guidance, applicable internal and external TSOPs, and approved Army regulations.

LEADER STATEMENT: An Army leader is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Leadership is not limited to or synonymous with an assigned duty, position, or given rank as it also manifests itself in both informal and collective forms. Informal leadership provides knowledge, experience, and technical expertise while collective leadership results through the combined effects and synergies of leaders at different levels and experience collaborating to achieve a common purpose. Informal and collective leadership can include positions with an expanded scope of responsibility, significance and operational / mission implications. Therefore, for the purpose of training this task, Leaders are not only defined as officers, warrant officers, noncommissioned officers, and Army civilians but also include individuals who are Subject Matter Experts (SME) which possess the requisite knowledge and skill set to perform a particular task (i.e., conduct an operation, provide logistics, or operate specific equipment, etc.) at the tactical through strategic level as the situation and/or mission dictates.

Live Fire: No

Objective Task Evaluation Criteria Matrix:

Plan	Plan and Prepare			Ex	ec	ute			Ass	ess
Operation. Environme	al ent	Training Environment (L/V/C)	Leaders Present at Training/Required	Present at Training/Required	External Eval	Performance Measures	Critical Performance Measures	Leader Performance Measures	Evaluator's Observed Task Proficiency Rating	Commander's Assessment
Dynamic and Complex (4+ OE	Night		>=75%	>=80%	Yes	200/	All	. 959/	т	т
Variables and Hybrid Threat))ht	IAW	>=15%	>=80%	\ \	>=80%	All	>=85%	T-	T-
Dynamic (Single Threat)		IAW unit CATS statement.	60-74%	60-79%		65- 79%		75- 84%	Р	Р
Threat)	Day	ent.	60-74%	60-79%	No	79%	<all< td=""><td>84%</td><td>P-</td><td>P-</td></all<>	84%	P-	P-
Static (Single Threat)			<=59%	<=59%		<=64%		<=74%	C	C

Remarks: Task steps and performance measures are arranged in a logical order and are not intended to be interpreted as a "required order" for performance. These task steps and/or performance measures of collective task may not always be applicable to every unit. Prior to evaluation, coordination should be made between the evaluator, the unit itself, and the evaluated units' higher headquarters (if required) to determine the task step(s) and/or performance measure(s) that may be omitted and/or must be performed. Training begins with the execution of pre-combat checks and inspections. Training ends when designated training objectives for the particular training events or exercises are performed to Army standard. Unit leadership should conduct an after action report (AAR) to determine future training requirements for the unit.

The following definitions shall be used:

Static: Aspects of operational variables (PMESII-PT) needed to stimulate mission variables (METT-TC) are fixed throughout the unit's execution of the task.

Dynamic: Operational variables and Threat TTPs for assigned counter- tasks change in response to the execution of BLUFOR's task.

Complex: Requires a minimum of four (Terrain, Time, Military [Threat], and Social [Population]) or more operational variables; brigade and higher units require all eight operational variables (PMESII-PT) to be replicated in varying degrees based on the task being trained.

Single Threat: Regular, irregular, criminal, or terrorist.

Hybrid Threat: The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefitting effects.

To obtain a T or T- this task must be conducted in a dynamic and complex environment with 4 plus OE variables and a hybrid threat at night with 75% or more leaders present, greater than 80% of Soldiers present at, receive a "GO" on 80% or more of the performance measures, ALL of the critical performance measures and at least 80% "GO" on the leader performance measures. Must be conducted during an external evaluation.

Task steps and measures were developed using the Plan, Prepare, Execute and Assess (PPEA) construct to reinforce the operations process and is implied throughout the T&EO.

Notes: REPORTING ERRORS AND RECOMMENDING IMPROVEMENTS: You can help improve this collective task. If you find any errors, or if you would like to recommend any improvements to the procedures in this collective task, please let us know. The preferred method is to submit a DA Form 2028 (Recommended Changes to Publications and Blank Forms) with your recommended changes via email to usarmy.lee.tradoc.mbx.cascom-g3-collective@mail.mil. Your recommended changes will be reviewed, validated to ensure approved Army or joint doctrine supports your recommendation(s), implemented as applicable, and a reply will be furnished to you.

Safety Risk: Low

Task Statements

Cue: The Petroleum Battalion has received an operations order (OPORD) from higher headquarters (HQ) to conduct theater bulk petroleum operations support for supported units and may go as far forward as the brigade support areas when required.

DANGER

Soldiers must constantly be alert for and avoid situations that may result in injury or death. At the training site, leaders must establish training safety overview procedures.

WARNING

Soldiers must be alert to human error and know the capabilities and limitations of the equipment and vehicles they use. Following the proper safety procedures preserves troop strength by preventing personnel losses through accidents.

CAUTION

The possibility of personal injury or damage to equipment that may result from long-term failure to follow correct procedures.

Performance Steps and Measures

NOTE: Assess task proficiency using the task evaluation criteria matrix.

NOTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.			
STEP/MEASURE	GO	NO-GO	N/A
+* 1. Commander, Executive Officer, and Command Staff supervise battalion mission operations.			-
a. Provide staff mission command and battalion priorities.			
b. Provide operational control for theater bulk petroleum storage and distribution, port terminal operations and petroleum pipeline.			
c. Ensure the prescribed portion of the Theater and Corps POL reserve is maintained by attached or assigned POL support units.			
d. Direct the operation of petroleum port terminal facilities and storage facilities throughout the theater which are capable of storing large quantities of Class III (B).			
e. Maintain theater petroleum stockage, war reserve, along with area support.			
f. Supervise quality surveillance of petroleum products.			
g. Monitor the petroleum products laboratory for compliance with applicable regulations.			
h. Ensure all operations are IAW applicable national, state, local, and host nation laws.			
i. Approved internal and external section/branch TSOP's.			
+ 2. Command Section coordinates battalion staff actions.			
a. Coordinate the unit's environmental stewardship programs.			
b. Assist the commander with operational matters as required.			
c. Conduct internal and external communications with staff, supported, and supporting units.			
d. Provide commander status of section personnel, equipment, and operations.			
+ 3. Current Operations-Intelligence/S2 Section provides security information to the battalion.			
a. Provide security for the battalion's military petroleum supply and distribution system.			
b. Coordinate with internal and external elements to maintain area security plan.			
c. Provide real time, up-to-date live coverage of horizontal views of the pipeline trace.			
d. Provide day and night aerial intelligence, surveillance, and reconnaissance of the pipeline.			
e. Provide commander status of section personnel, equipment, and operations.			
+ 4. Current Operations/S3 Section provides guidance on tactical missions.			
a. Plan tactical operations based on commanders directives, priorities, and higher HQ guidance.			
b. Prepare OPORD's as required.			
c. Forward petroleum OPORD's to battalion commander or executive officer for approval or			
modification.			
d. Distribute OPORD's as required.			
e. Provide commander status of section personnel, equipment, and operations.			
+ 5. Sustainment S-1 Section provides administrative support.			
a. Provide personnel management and administrative support throughout the battalion.			
b. Distribute messages throughout the command as required.			
c. Advise the commander on personnel related matters.			
d. Maintain office records for all assigned and attached personnel IAW applicable regulations.			
e. Maintain liaison with supporting financial agency.			
f. Manage administrative documents for all personnel.			
g. Provide personnel status reports to the commander IAW TSOP.			
+ 6. Sustainment S-4 Section provides logistical support.			
a. Provide commander, staff, and subordinate unit's technical assistance on supply matters.			
b. Perform property book functions for battalion.			
c. Direct section personnel to maintain supply policies and records.			
d. Prepare internal and external stockage lists and maintenance policies.			
e. Provide technical advice and assistance on equipment maintenance to the petroleum companies.			
f. Monitor maintenance operations.			
g. Provide commander status of section personnel, equipment, and operations.			
+ 7. Sustainment C4 Operations/S6 Section provides communications capability.			
a. Maintain 24-hour radio communication and message service within the battalion and company headquarters.			
b. Provide field wire, radio, and high frequency digital/voice communications.			
c. Provide switchboard, message center, and net control station (NCS) services.			
d. Supervise the installation, operations, and maintenance of the battalion communications system.			
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e. Maintain accountability and serviceability of communication equipment. $\ \ \, \text{f. Provide commander status of section personnel, equipment, and operations.}$

+ 8. Sustainment Unit Ministry Team provides religious ministry for the command.		
a. Advise the commander and staff on matters of religion, ethics, morals, and morale development.		
b. Provide denominational services as required.		
c. Advise commander on impacts of religions of host country.		
d. Conduct religious support mission for the commander and offer morale support to attached and assigned personnel.		
e. Coordinate for the use of religious facilities for scheduled services.		
f. Maintain liaison with staff chaplain of higher, equal, or subordinate headquarters, other military services, government agencies, armed forces of allied nations, officials of civilian churches, and other religious organizations.		
g. Provide commander status of section personnel, equipment, and operations.		
+ 9. Sustainment Support Operations Section coordinates bulk petroleum movement.		
a. Provides a central dispatching element.		
b. Advise commander and subordinate units on matters relating to the storage and distribution of bulk petroleum products.		
c. Operate a central dispatching and scheduling agency to ensure direct flow of bulk petroleum through the multiproduct military pipeline.		
d. Coordinate with the petroleum supply companies on site location, bulk receipts, and tank allocation.		
e. Monitors operations to ensure units are minimizing environmental damage.		
f. Determine bulk fuel transportation requirements for tank trucks.		
g. Determine requirements for fuel distributed by rail, air, and water transportation.		
h. Coordinate bulk petroleum movement of fuel by means other than pipeline (barge, rail, highway, air, or water).		
i. Track and monitor petroleum tanker movements.		
j. Maintain dispatching operations on a 24-hour basis.		
k. Maintain data on current bulk petroleum on-hand inventories.		
Provide commander status of section personnel, equipment, and operations.		
+ 10. Petroleum Laboratory Branch conducts petroleum quality surveillance testing.		
a. Conduct analysis of petroleum products received and stored in operating units as directed.		
b. Conduct partial analysis testing to support petroleum operations when total testing (type A & B1)		
is not required.		
 c. Advise the commander and subordinate units on matters related to petroleum quality surveillance and the operation of petroleum laboratories. 		
d. Evaluate test results to make sure it is in compliance with federal and military specifications.		
e. Enforce the petroleum quality surveillance program IAW TSOP and applicable regulations.		
f. Provide commander status of laboratory personnel, equipment, and operations.		
g. Coordinate with Defense Logistics Agency-Energy (DLA-E) to prepare the petroleum laboratory for annual certification.		
11. Headquarters and Headquarters Detachment (HHD) provides mission command for the unit.		
a. Provide administrative, organizational supply, security, and training activities.		
b. Determine priorities based on battalion commanders directives.		
c. Ensure all required reports are provided to staff elements as required.		
d. Provide unit supply support.		
e. Provide unit decontamination support as required.		
f. Perform administrative functions for assigned personnel.		
g. Maintain unit arms room accountability and security.		
h. Provide commander status of HHD personnel, equipment, and operations.		
+* 12. Leaders manage administrative functions as appropriate, directed, or required.		
a. Conduct troop leading procedures.		
b. Manage composite risk management assessments.		
c. Provide status reports to higher HQ IAW TSOP.		
d. Maintain communications with higher HQ IAW TSOP.		
e. Supervise before, during, and after preventive maintenance checks and services (PMCS) on organic equipment.		
f. Manage Command Supply Discipline Program (CSDP).		
g. Enforce operations security (OPSEC) procedures at all times.		
h. Enforce safety regulations and established unit's internal and external TSOP's.		
i. Ensure that all Army sites and operations attain and sustain 100 percent compliance with environmental laws and regulations in a climate of changing requirements to prevent a notice of violation or a fine for not complying with following host nation, local, state, federal, higher headquarters		
environmental directives and policies.		
Direct destruction of unit equipment to prevent enemy use as situations dictate.		

Task Performance Summary Block										
Training U	nit	ITERATION								
		1		2		3		4		
Date of Training pe	r Iteration:									
Day or Night Tr	aining:	Day	/ Night	Day	/ Night	Day /	Night	Day /	Night	
		#	%	#	%	#	%	#	%	
Total Leaders Authorized	% Leaders Present									
Total Soldiers Authorized	% Soldiers Present									
Total Number of Performance Measures	% Performance Measures 'GO'									
Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'									
Live Fire, Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'									
Total Number of Leader Performance Measures	% Leader Performance Measures 'GO'									
MOPP LEVEL										
Evaluated Rating per Iteration T, T-, P, P-, U										

Mission(s) supported: None

MOPP 4: Sometimes

MOPP 4 Statement: Chemical protective clothing ensemble and field protective mask restrict movement and activities. Wear MOPP gear only when threat forces have used CBRN weapons or are likely to do so. MOPP gear should be worn during CBRN training exercises. During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines in accordance with CBRN regulations.

NVG: Never

NVG Statement: Night vision goggles are not required to conduct this task. However, they may be required when conducting sustainment unit operations, during moment, or Soldier duties as assigned.

Prerequisite Collective Task(s): None

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	10-BN-0201	Develop Bulk Petroleum Running Estimate	10 - Quartermaster (Collective)	Approved
	10-BN-0203	Conduct Bulk Petroleum Operations Support	10 - Quartermaster (Collective)	Approved
	10-BN-0204	Direct Battalion Petroleum Quality Surveillance Operations	10 - Quartermaster (Collective)	Approved
	10-BN-0208	Plan for Multi-modal Bulk Petroleum Distribution Network	10 - Quartermaster (Collective)	Approved
	10-BN-0209	Coordinate Multi-modal Bulk Petroleum Distribution Network	10 - Quartermaster (Collective)	Approved
	10-BN-1022	Operate the Bulk Petroleum Support Area of Logistics Operations Center	10 - Quartermaster (Collective)	Approved
	10-CO-4513	Perform Unit Mortuary Affairs	10 - Quartermaster (Collective)	Approved
	10-CO-4515	Provide Unit Supply Support	10 - Quartermaster (Collective)	Approved
	10-TM-0003	Conduct Petroleum Laboratory Operations	10 - Quartermaster (Collective)	Approved
	12-TM-1212	Perform Transient Personnel Accountability (TG PAT)	12 - Adjutant General (Collective)	Approved
	16-TM-1001	Conduct Religious Services	16 - Chaplain (Collective)	Approved
	16-TM-2001	Perform Religious Crisis Response	16 - Chaplain (Collective)	Approved
	16-TM-2002	Provide Religious Education	16 - Chaplain (Collective)	Approved
	16-TM-3002	Perform Religious Administrative Support	16 - Chaplain (Collective)	Approved
	34-BN-3002	Process Collected Operational Information	34 - Combat Electronic Warfare and Intelligence (Collective)	Approved
	34-BN-3003	Collect Relevant Information	34 - Combat Electronic Warfare and Intelligence (Collective)	Approved
	71-BN-5100	Conduct the Operations Process for Command and Control (C2)	71 - Mission Command (Collective)	Approved
3.	10-BN-0208	Plan for Multi-modal Bulk Petroleum Distribution Network	10 - Quartermaster (Collective)	Approved
4.	10-BN-0201	Develop Bulk Petroleum Running Estimate	10 - Quartermaster (Collective)	Approved
4.	10-BN-0208	Plan for Multi-modal Bulk Petroleum Distribution Network	10 - Quartermaster (Collective)	Approved
5.	12-TM-1212	Perform Transient Personnel Accountability (TG PAT)	12 - Adjutant General (Collective)	Approved
8.	16-TM-1001	Conduct Religious Services	16 - Chaplain (Collective)	Approved
8.	16-TM-3002	Perform Religious Administrative Support	16 - Chaplain (Collective)	Approved
8.	16-TM-2001	Perform Religious Crisis Response	16 - Chaplain (Collective)	Approved
8.	16-TM-2002	Provide Religious Education	16 - Chaplain (Collective)	Approved
9.	10-BN-0201	Develop Bulk Petroleum Running Estimate	10 - Quartermaster (Collective)	Approved
9.	10-BN-0208	Plan for Multi-modal Bulk Petroleum Distribution Network	10 - Quartermaster (Collective)	Approved
10.	10-BN-0204	Direct Battalion Petroleum Quality Surveillance Operations	10 - Quartermaster (Collective)	Approved
10.	10-CO-0003	Prepare Petroleum Laboratory for Certification	10 - Quartermaster (Collective)	Approved
10.	10-TM-0003	Conduct Petroleum Laboratory Operations	10 - Quartermaster (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number Task Number		Title	Proponent	Status
	101-23A-6002	Implement Environmental Stewardship Program (Brigade and Below)	101 - Quartermaster (Individual)	Approved
	101-23A-6004	Administer Petroleum Dispatch Operations (Battalion and Below)	101 - Quartermaster (Individual)	Approved
	101-23A-6005	Manage the Movement of Bulk Petroleum Products (Brigade and Below)	101 - Quartermaster (Individual)	Approved
	101-23A-6006	Enforce Accountability of Bulk Petroleum Products (Brigade and Below)	101 - Quartermaster (Individual)	Approved
	101-23A-6007	Provide Technical Assistance in Planning Bulk Petroleum Support Operations	101 - Quartermaster (Individual)	Approved
	101-23A-6010	Provide Technical Assistance for Petroleum Operations	101 - Quartermaster (Individual)	Approved
	101-23A-7002	Develop Environmental Stewardship Program (Echelons above Brigade)	101 - Quartermaster (Individual)	Approved
	101-23A-7003	Determine Joint, Combined, and Host Nation Petroleum Requirements and Capabilities	101 - Quartermaster (Individual)	Approved
	101-92F-9003	Plan Petroleum Operations	101 - Quartermaster (Individual)	Approved
	101-92L-3400	Direct Petroleum Laboratory Procedures	101 - Quartermaster (Individual)	Approved
	101-92L-4406	Validate Laboratory Operations.	101 - Quartermaster (Individual)	Approved
	101-92L-4410	Plan Quality Surveillance Operations for Petroleum Facilities.	101 - Quartermaster (Individual)	Approved
	101-92Y-1301	Control Weapons and Ammunition in the Arms Room	101 - Quartermaster (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
ART 4.1.3.3	Provide Petroleum, Oils, and Lubricants (Class III)
ART 4.1.3.3.1	Provide Bulk Fuel

TADSS

TADSS ID	Title	Product Type	Quantity
No TADSS specified			

Equipment (LIN)

LIN	Nomenclature	Qty
No equipment specified		

Materiel Items (NSN)

NSN	LIN	Title	Qty
No materiel items specified			

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. It is the responsibility of all Soldiers and Department of the Army civilians to protect the environment from damage.

Safety: In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine. Leaders must verify the structural soundness of all training and evaluation plans from a safety viewpoint. Leaders must conduct training at levels consistent with the abilities of the Soldiers being trained. They must instill an awareness of individual safety in all subordinate leaders

and Soldiers. Soldiers must constantly be alert for and avoid situations that may result in injury or death. At the training site, leaders must establish training safety overview procedures. Safety procedures should emphasize the adherence to standards, consideration of environmental factors (for example wet bulb), risk assessment, and factors contributing to and aiding in the prevention of accidents. Responsible individuals must know how to balance the risks against the training requirements and monitor conditions for safety and health hazards (to eliminate or control them). Leaders must ensure the welfare of their soldiers in all situations. Leaders must establish a buddy system for safety. Soldiers should maintain a safety watch on each other, with emphasis on individual safety training, and first aid responsibilities. All unsafe conditions and unsafe acts must be recognized and reported. Soldiers must be alert to human error and know the capabilities and limitations of the equipment and vehicles they use. Following the proper safety procedures preserves troop strength by preventing personnel losses through accidents.