The BULLET'N

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A first: civilian takes lead at Iowa AAP

Lt. Col. Benjamin M. Nutt, outgoing commander, Iowa Army Ammunition Plant, passes the flag to James D. Nelson, interim manager, as Iowa AAP welcomes a new leader.

By Rikeshia Davidson
JMC Public Affairs

MIDDLETOWN, Iowa – "I take this responsibility seriously--our servicemen and women depend on us," said James D. Nelson.

And with that the Iowa Army Ammunition Plant family said goodbye to their current commander while welcoming a familiar face to a new role.

Iowa Army Ammunition Plant held its change of responsibility ceremony between outgoing commander Lt. Col. Benjamin M. Nutt and James D. Nelson, civilian executive assistant.

Nelson became the first civilian to lead the Joint Munitions Command plant. His previous positions at Iowa AAP have been varied: accountant, supervisory contract administrator, chief of the Operations Management Division and most recently civilian executive assistant.

Nelson brings 33 years of civilian service to his new role as interim manager.

Col. Charles W. Kibben, commander, Crane Army Ammunition Activity, served as reviewing officer of the ceremony. While there, he reflected on outgoing commander Nutt's accomplishments at Iowa AAP.

"He steered IAAAP along impressively, instinctively--knowing where the command should be heading all the time," said Kibben.

"He's instituted the first ever comprehensive production and tracking oversight system in the organization to holistically measure and assess processes based on internationally recognized quality standards, added the Crane commander.

"He's also recognized a need for ISO 9000 registration for the plant's quality management. And I can tell you if plants are going to be effective and competitive, ISO 9000 registration is an important key," said Kibben.

As Iowa AAP embarks on that path, the results would make the installation the first government owned, contractor operated plant to finish the process.

In addition to that accomplishment, Kibben added that Nutt took great care of resources during his tenure.

"Ben's proved to be an exceptional resource manager saving the Army more than $12.2 million in various environmental remediation actions."

As Nutt would later share, his role was recognizing the importance of environmental stewardship but he gave all credit to the environmental management team.

"I'm very proud of our environmental team for recognizing the importance and benefits of this effort and committing yourself to continuous improvement. From day one (when) we started this... it's been their program and they've made it happen."

Nutt recognized the efforts of IAAP employees and their determination to remain at the forefront of excellence.

"Our government and contractor team continue to break ground on both compliance and remediation fronts. Environmental

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U.S. Army photo by Justine Barati

INSTALLATION NEWS

Closing ceremony quickly approaches Mississippi AAP

ROCK ISLAND ARSENAL, Ill. -- As the only ammunition plant to be built after World War II, Mississippi Army Ammunition Plant ends its reign as the most modern ammunition facility when it officially deactivates July 29.

As former employees and a community say good-bye, the plant will take it's place in the Joint Munitions Command history.

In addition to the on-site production and assembly of M483A1 ICM 155 mm Howitzer projectiles and grenade bodies, MSAAP was a major FEMA supply staging area following Hurricane Katrina.

Under the Base Realignment and Closure Act of 2005, MSAAP was selected for closure. Its final commanding general, Lt. Col. Kristine Nakutis, commanded from Milan, Tenn., where she commands Milan Army Ammunition Plant.

Following the completion of its mission, Mississippi participated in the ARMS program with 21 tenants at the plant during Fiscal Year 2008.

The success of the ARMS program brought Boeing, the U.S. Navy and the Department of Energy to the plant.

U.S. Army photo courtesy of Mississippi Army Ammunition Plant

The View Mississippi Army Ammunition Plant from an aerial view. The 4, 214 acre plant is located in the NASA Stennis Space Center on Mississippi's Gulf Coast. The plant will officially deactivate July 29.

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CONGRATULATIONS to DAC interns

Army's oldest career program welcomes newest members.

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Assessment offers headquarters look at depot, arsenal processes

By Tom Peske
Crane Public Affairs

CRANE, Ind. – Crane Army Ammunition Activity completed the three-day Depot and Arsenal Assessment Program here, providing the leadership of the Army Materiel Command with a holistic view of both its strengths and its areas that need more support.

AMC Deputy Commanding General Lt. Gen. James Pillsbury, as well as representatives from AMC, JMC and depot commanders, attended the program designed to provide AMC with a greater look at the various Joint Munitions Command depots and arsenals.

"Any time you can get leadership to step away from their desk, at both JMC and AMC, and see where the blue-collar work force really makes a difference, it opens our eyes that not all our decisions are as well thought out as we thought. Good ideas come from the bottom up and not necessarily from the top down and that we need to do some things differently at the higher headquarters to ensure that Crane becomes even more efficient and effective," Pillsbury said.

During the conference, attendees received a few briefings but focused largely on visiting key areas of Crane including some of its shipping and receiving, production and administration sites. The idea was to allow for a true look at the way Crane Army does business.

According to Crane Army Commander Col. Charles Kibben, the idea was to present a total, unfiltered view so that the attendees could truly glean Crane Army's best practices and suggest improvements.

Seeing Is Believing

Army Materiel Command Deputy Commanding General Lt. Gen. James Pillsbury receives a briefing about the 30mm recovery program from Crane Army Ammunition Activity Explosives Operator Supervisor Mark Ross.

U.S. Army photo courtesy of Crane Army Ammunition Activity

"Through this collaborative process, we will share with you what has enabled CAAA to be successful and learn together what we all can do to improve, partner and maintain a strong and balanced ammunition enterprise," Kibben stated in his welcome to the guests. "By utilizing your collective experiences and knowledge, I am confident that all of us can find ways to improve the way we do business."

AMC Director of Support Operations James Dwyer explained the importance of the visit for the leadership of the four-star command.

He said, "The nice thing about this is that the headquarters learns a lot about what is going on at the plant. What we bring is the Washington, D.C., picture of logistics. So this visit was extremely helpful. We learn a lot that we didn't know before every time we come down here and it enables folks down here to understand the Washington, D.C., perspective."

Although showing both the positive and potential negative areas might seem painful to some, Crane showed the attendees it was serious about improving itself. Pillsbury said, "Any time you have twenty or so outsiders descend upon you it is tough, but this program was done very professionally. More importantly, the workforce showed that it is well lead, well trained and capable of doing its mission in either a surge or a steady state."

That idea of openness displayed by the workforce was echoed by AMC Deputy Chief of Staff, Personnel, William Marriott.

He said, "Of course these visits are

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designed to not only find the great things and recognize those, but find areas of improvements and there are a few. The folks that are on the floors are willing to talk about those and make recommendations. So I came away much better for having experienced this."

Marriott, a relatively new employee of both AMC and the Army, explained the value of the conference for him was in learning what each specific site does as well as having open dialogue with the workers.

He said for the other AMC representatives at the conference, "I think they had the opportunity to talk to those employees at the lowest levels in an open and honest conversation and find out what the real issues are that they can take back.

I also think that the synergy that we get with all of the ammunition plant commanders here in the same place at the same time, along with the JMC leadership, there is great value in that. You can focus on specific issues and talk one on one. The general has had plenty of opportunities to sit down and talk to those commanders. You can't capture that on the phone or VTC. So that synergy and the best practices that are popping up are of a real value."

Among the other depots and arsenals represented at the conference were Pine Bluff Arsenal, Ark.; Tooele Army Depot, Utah; Blue Grass Army Depot, Ky.; McAlester Army Ammunition Plant, Okla.; and Corpus Christi Army Depot, Texas. For the commanders, the conference and site visits allowed for them to contrast and compare operations, as well as share best business practices.

"The benefit of benchmarking off of Crane's operations is critical," Col. William Barnett, commander of Pine Bluff Arsenal, said. "Getting to see some of Crane's Shingo-ready operations was one great benefit, as well as learning of some partnering opportunities between us. They have some capacity here that I was not aware of and there might be a chance to partner together on some projects."

For Barnett's replacement at Pine Bluff Arsenal, Col. Franz Amann, the conference allowed him a chance to learn more about the other depots.

"As an incoming commander, this gives me a better appreciation of how other installations are doing their job and how I might be able to gain efficiencies on the practices here. That is a great value. It also gives me an appreciation of what Crane does in relation to what Pine Bluff Arsenal will do when I take command. Plus meeting the other commanders and seeing how they perceive their operations compared to the operations here."

One of the most common themes repeated by attendees was the pride the Crane employees displayed in doing their jobs. With an ever-present attitude of safety, the Indiana workforce showed that their dedication was not for show, but a real sentiment about their job.

Marriott said, "I heard an interesting quote today from a gentleman running the shipping and receiving section, who said that everyone here feels privileged to be working at Crane. And that is not just because of the economy, but I think it is because of the environment the command fosters. So I have a very positive impression of the workforce here."

"What these people do here every day… maybe they do know, but I don't think they really understand how much they mean to this country overall and how much they are helping the Soldiers in the fight," Marriott said. "You can sense that there is a great deal of pride here, but the one thing I would comment on is how proud I am of the people here and the work they do."

This was a common theme among most of the attendees and echoed by the Deputy to the JMC Commanding General Jyuji Hewitt, who said, "They are making a difference. They are supporting Soldiers, Sailors, Airmen, Marines and Coast Guardsmen in every way. They are putting out a quality product. They are doing it effectively and they are doing it with the Warfighters in mind. And we cannot thank them enough. I always want to let folks know, that behind the men and women in uniform is a dedicated workforce like these civilians here at Crane supporting them. They are doing a great job."

Pillsbury closed the conference by stating, "I leave Crane with a couple of things. Number one, it is in great hands leadership wise - both civilian and military leadership. And number two, Crane meets the mission safely, on time, virtually every time." JMC

Blue Grass heroes honored

U.S. Army photo courtesy of Blue Grass Army Depot

A Coordinated Effort From left to right are Blue Grass Army Depot law enforcement and security employees Jeromy Viands, Corey Chaney, Damien Enzenbacher and John Walton with Blue Grass Army Depot Commander Col. Joseph Tirone. They were recognized for their efforts in responding to separate life-threatening emergencies in the local community area.

By Jo Adail Stephenson
Blue Grass Public Affairs

RICHMOND, Ky. – Blue Grass Army Depot recently recognized four of its law enforcement and security employees for their efforts in responding to separate life-threatening emergencies in the local area.

Jeromy Viands was awarded the Department of the Army Achievement Medal for Civilian Service for his actions May 8 immediately following the tornado that passed through the area.

John Walton, Corey Chaney and Damien Enzenbacher were awarded the Department of the Army Commander's Medal for Civilian Service for their efforts March 27 in responding to a two-vehicle traffic accident occurring outside the depot on Highway 52.

"I am extremely proud of these depot employees. Their leadership, courage and professionalism in providing initial emergency first-response actions significantly contributed to saving lives and clearly displayed the Army values of selfless service, duty and personal courage," says Blue Grass Army Depot Commander Col. Joseph Tirone.

Viands was on his way to work at the depot when he just missed the tornado that passed through the Kirksville area but saw the devastating damage and havoc it had caused. Viands received his award for his quick actions in instinctively assessing the scene and responding without hesitation to help direct traffic, render first-aid to the injured and initiate search and rescue operations to locate casualties.

Upon notification of a two-vehicle accident occurring off-post but close to the depot, Walton reported the accident to the 911 operator and initiated a security patrol response to the accident scene. Upon arriving at the scene, Chaney and Enzenbacher took action to assist those involved in the accident. A fire broke out in the engine compartment of one of the vehicles but was quickly extinguished by both Enzenbacher and Chaney.

Blue Grass Army Depot Fire Department personnel also arrived at the accident scene and, along with Madison County (Ky.) Rescue, used their extraction equipment to remove a trapped occupant in one of the vehicles. JMC

U.S. Army photo by Hugh Morgan

Gen. Dunwoody visits Pine Bluff Arsenal

On The Line During her tour of the M930 120mm load, assembly and pack production line, Gen. Ann Dunwoody, U.S. Army Material Command commanding general, talks with Sarah Owens, an industrial worker with the Directorate of Ammunition Operations.

On site, On the job Defense Ammunition Center interns receive hands-on training during their 12 months of preparation before completion of the Quality Assurance Specialist, Ammunition Surveillance career program.

DAC students complete Army's oldest career program

By Jaime Thompson
DAC Public Affairs

MCALESTER, Okla. – Twelve students graduated on June 16 from the Army's oldest career program, the U.S. Army Defense Ammunition Center's Quality Assurance Specialist, Ammunition Surveillance career program.

Students who came from across the United States completed 12 months of extensive technical training in ammunition logistics, explosives safety, surveillance, and hazardous materials as well as critical thinking, problem solving and leadership curriculum. The interns have recently been assigned to six different locations to complete a one-year On-the-Job Training.

According to Gary Carney, DAC Director, "the interns will be assuming positions in the ammunition community that are an essential part of the Department of Defense."

The job functions of a QASAS include establishing an ammunition surveillance program to determine the condition of the ammunition stockpile, establishing procedures that assure functionally reliable ammunition is safe for storage, handling and use, performing inspections on Class V materials to include conventional munitions, missiles and rockets, and chemical surety material and performing explosives safety surveys and inspections on explosives operations and facilities.

Addressing the students at the graduation ceremony was Jyuji Hewitt, deputy to JMC commanding general and Functional Chief Representative for the QASAS career program.

Hewitt's address was unique, in that he actively involved the graduating intern class. He provided answers to questions dealing with the QASAS program and requested that the interns provide the questions. In his words, "I played Jeopardy with the interns."

Hewitt also addressed the importance of self-service and stressed to the graduates to "love your country, love the Army – go wherever the Army needs you to go."

As part of the QASAS career program, mandatory mobility is required. Hewitt encouraged the graduates "to continue to grow each time you move; grow in technical expertise, health and leadership. Work into an ammo expert," said Hewitt.

In addition to the benefits to our military, the career programs at DAC also have a significant impact on the local economy. Currently there are 58 interns in the McAlester area with a new class of 27 starting in June. DAC provides ammunition-related training annually to more than 40,000 military, civilian and international students enrolled in a variety of educational arrangements, including on-site, off-site, and web-based training. JMC

Serving thousands, DAC receives accreditation

By Jaime Thompson
Betsy Kisling
DAC Public Affairs

McALESTER, Okla. -- The Defense Ammunition Center's training directorate provides ammunition-related training for Department of Defense military and civilian personnel. The directorate offers a variety of training through on-site mobile training teams, accredited off-campus instruction facilities, and distance learning products.

DAC's distance learning courses provide opportunities for personnel to receive training conveniently and in a self-paced environment. "We are continually developing new distance learning products to meet the needs of all Services of the military and their proponents," said Mr. Gary Carney, DAC Director.

Recently, the DAC Training Directorate received accreditation from the Commission of the Council on Occupational Education. COE is recognized as a nationally-honored seal of excellence for education and training and is the accrediting agency used by military and governmental agencies.

Accreditation denotes that an institution has undergone an extensive self-study and team review process and has been judged by the Commission as meeting its Standards and Conditions for accreditation. Each institution must substantiate its accreditation each year through an annual report reflecting current status of the institution.

"The self-study was an opportunity for us to examine our critical processes and identify areas where improvements could be made and implement actions into our strategic plan," said Dr. Upton Shimp, associate director, Training Directorate.

DAC joins Defense Acquisition University, Army Management Staff College, and the Army Logistics Management College as COE accredited organizations.

DAC provides ammunition related training every year to more than 40,000 military, civilians and international students. Among the most popular courses is Ammo-67, while Hazmat may be the most unique. As DAC continues to assess student needs, the curriculum is set to further expand the distance learning course selection. JMC

Transfer continued from page 1

protection is engineered into every operation and is a business practice that is routinely used by Army, state and federal regulators."

While having mixed emotions about leaving the Iowa family, Nutt prepares for the next chapter. It's been a great two years, a great time spent here with my family. You people make this a great place to live and work. You have made this a home for us."

"I look forward to making a difference with Soldiers in other ways," said Nutt.

As Nutt departs for his next assignment the new interim manager, Nelson, will lead until the return of command back to military leadership. He maintains he will continue to guide Iowa AAP until that time comes.

Recognizing his status as the first civilian to lead the plant as manager, Nelson doesn't lose sight of the priorities at hand.

"I have to take care of three things: safety, security and environment. The three things we do every day to keep everyone in the plant safe from injury and illness, to keep our 19,000 acre installation secure from potential threats and assure we do no harm to the environment," he said.

"Transfer of responsibility would not be possible without an extremely skilled commander--Lt. Col. Nutt. He has prepared his entire staff for the challenges ahead so they are well prepared. My role is to continue the efforts of this team." JMC

Spotlight on Lean Six Sigma

Self-improvement works, ask LSS

By Rebecca Montgomery
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. - What's good for the goose is good for the gander, and the Joint Munitions Command Lean Six Sigma Program Office found recently that it's good to streamline its processes just like the other offices here.

The need for the improvement came from the amount of time it took to validate the estimated current cost of a process during an LSS project, said Steve Tutt, Master Black Belt.

"There were complaints from the project belt candidates, their sponsors, the belt coaches, and the resource management validators. Everybody was spending a lot of time preparing for and doing validations again and again because there wasn't agreement on what a complete and correct financial baseline was. We decided this needed to be fixed," he said.

Under the old process, the LSS project team worked with an RM representative to develop the cost estimate. THE validator would then evaluate the estimate and return it to the project team for corrections and improvements, repeating the review process. The average time being spent on this step was over three weeks.

So Tutt and teams from LSS and RM worked together to reduce the time for the step. The goal was to get it below one week, Tutt said.

Even better, the team eliminated the validation step altogether by improving the baseline estimate preparation process up front. This is so the RM cost analyst helping develop the estimate can confirm that the estimate is good enough without a separate validation step.

"We eliminated a step and didn't push it somewhere else in the process. We just made that part better so we didn't need the step," Tutt said.

The LSS and RM offices shortened the process by an average of 17 days, resulting in a $41,000 per year savings on worker time that would have been spent on validations.

"We had to improve and simplify the process. I think the team has come up with a very workable solution that will benefit all belts," said Walt Songaila, director of the LSS Program Office.

Team members Bruce Bromley and Bob Roehlk, both of the RM office, agree. Bromley said that because of the project, belt candidates will get faster confirmation of cost and benefits for their projects.

"The new process will provide the belt with help determining what to measure, what data is important and provide for a clear financial lay down of the baseline. It will help all around to establish a better package to move forward with," said Roehlk.

Part 3 of the 3 part series on the civilian education system concludes with a spotlight

Army Civilian among top engineers

Young and Gifted Elizabeth Burg, a project engineer for the U.S. Army Corps of Engineers in Balad, Iraq, briefs Richard Hancock, Gulf Region Division chief of programs, about the Pipeline Exclusion Zone project.

U.S. Army photo

From AUSA News

Project engineer and Army civilian Elizabeth Burg was recently named one of the 2009 "Top Five New Faces in Engineering" for the U.S. Army Corps of Engineers.

Her recognition came from her service as a research hydraulic engineer for the Engineering Research and Development Center's Coastal and Hydraulics Lab in Vicksburg, Miss.

"It's definitely an honor, and it came as a surprise," Burg said during a telephonic interview from Balad. "It's pretty humbling to know that my peers and superiors are looking at me as somebody who has something to offer to the organization."

Burg is serving a voluntary deployment to Iraq for the U.S. Army Corps of Engineers, Gulf Region North district's Balad Resident Office.

At 24 years old, Burg oversees nearly $46 million in military construction projects on Joint Base Balad as well as part of the Pipeline Exclusion Zone project, which is an infrastructure project aimed at protecting the pipelines that run from the oil fields in northern Iraq to the ports of southern Iraq.

"When I was offered a position over here, I jumped at it," Burg said. "It's very unique to be able to participate in nation building."

One of the most rewarding feelings is seeing how excited local Iraqis are when projects are completed, Burg said.

Her efforts of "nation building" in Iraq are not unrecognized.

"She exudes tremendous confidence," Maj. Gen. Michael R. Eyre, U.S. Army Corps of Engineers Gulf Region Division commanding general, said. "It's a real privilege and honor to not only recognize Liz but to observe what's she's doing here and what she's accomplishing."

This self-professed "Air Force brat" enrolled in 11 schools from kindergarten through 12th grade. Moreover, she has lived in Colorado, Nebraska, North Dakota, Rhode Island, South Dakota, Virginia and Wyoming.

She earned a bachelor's degree in civil engineering from South Dakota School of Mines and Technology and is presently pursuing her master's degree in civil engineering from Mississippi State University.

"There's always lots of work for engineers," Burg said. "Anything that I can do to help others be interested in this type of work is all that I really need."

Crane employees reminded: 'zero accidents is a very real goal'

By Tom Peske
Crane Public Affairs

CRANE, Ind. -- Every command in the Army talks about safety, but one measure of how important it is to them might come from the lengths it goes to reinforce that culture of safety.

Putting work and production on hold for one day, Crane Army Ammunition Activity showed that it is the safety of its people, not money, that matters most.

In June, more than 500 Crane Army employees attended the third annual off-site command safety stand down in Bloomington, Ind., in order to cultivate a culture of change that emphasizes safety first.

The single-day event, comprised of speakers and a health and wellness fair, is one of the rare times during the year that all work for the Army activity is halted for a day as the employees attend under one roof.

The stand down allows all the employees to receive valuable safety information, reinforcing the mindset that even one accident is one too many.

"I know everybody in this room understands the importance of safety. I want you to take this time to look at safety in the way we do business," Crane Army Commander Col. Charles Kibben said.

"I believe it is the personal responsibility to make sure they do their job the safest way possible."

The training included presentations by speakers who brought a fresh outlook to the audience about the topic.

Through the use of humor and sobering personal revelations, the speakers reinforced Kibben's statement that the responsibility to be safe begins with each individual and then falls on the whole organization to uphold.

Following an award ceremony honoring Crane employees who served in various locations in the Middle East, safety speaker and certified hypnotherapist John Drebinger used magic to help illustrate his points about thinking and acting safely on the job.

Drebinger also held a special break-out session for Crane's leadership in order to help them understand better how they can cultivate the culture of safety.

Another safety speaker, William "Jack" Jackson did his best to energize the crowd by changing their perspective about safety and getting away from traditional attitudes.

Jackson emphasized the SafeStart program that Crane follows as a good way for the command to get away from traditional safety thinking and into a mode that helps prevents accidents before they happen. He said, "Traditional safety is that the accident occurs and the policy is developed around it," He said. "Tradition makes one person responsible for everyone. Everyone is responsible for safety."

Finally, speaker and humorist Billy Robbins inspired the audience with his own personal story, entertained them with audience participation and challenged them to believe that zero accidents are a very real goal to achieve.

Robbins attempted to make the audience understand that they had nothing to gain by not thinking that zero accidents were possible, as well as how life might be for them if they became disabled from an accident as he was.

Also speaking at the event was Ronald Neff from Milan Army Ammunition Plant, Milan, Tenn., who discussed an ammunition accident that occurred there killing two employees and injuring a third. His sobering talk provided a real reminder to the Crane employees that the ammunition they handle can be very unforgiving when an accident occurs.

At the conclusion of the day, Crane employees were able to engage various vendors on a variety of safety and health topics at a health and wellness fair. The vendors offered employees blood pressure readings, glucose tests, and other health screenings to alert of possible medical problems.

Overconfidence causes accidents

US Army Safety Gram

It's good you feel confident about your job. You take pride in your ability to do your work quickly and well.

However, there is such a thing as overconfidence - when you forget about the hazards and fail to use safe work practices.

No matter how long you have been on the job and no matter how skilled you are, you must remember the basic safety precautions. Don't get complacent!

Experienced workers have paid dearly for carelessness.

•They have been electrocuted because they failed to lock out the power when doing electrical repairs.

•They have been burned in explosions when they allowed an ignition source in a flammable atmosphere.

•They have been killed in falls from heights when they failed to hook up fall arrest gear.

•They have lost limbs while operating the same saws or punch presses they have used for years.

•They have been disabled in vehicle crashes while driving familiar routes.

All workplaces and tasks have certain hazards and risks. As a long-time worker, you can still become entangled in machinery. You can still lose your eyesight to flying debris.

How do you avoid overconfidence when it comes to safety matters? Here are some suggestions:

•**Stay aware of the hazards**. Remain alert and focus on doing the job safely.

•**Follow the recommended safe work practices at all times.** Do not take short cuts.

•**Wear your Personal Protective Equipment** - every time.

•**Pay attention during safety meetings.** You may have heard it all before, but a reminder never hurts.

•**Take advantage of any opportunities to upgrade your safety training.** This will make you aware of new information about hazards and new ways to protect yourself.

•**You don't have to pretend to know it all.** Don't be too cool to ask questions.

As an experienced worker, you have a responsibility to set a good example for newcomers. Do things the safe way, because someone may be watching and learning from you. Never let overconfidence compromise your safety.

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