

USAREUR Pamphlet 385-15-3

Safety

Port Operations Checklists and Risk Assessment

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Summary. This pamphlet provides port operations checklists and a generic port operations risk assessment. This pamphlet should be used with UP 385-15.

Applicability. This pamphlet applies to leaders who are planning or conducting port operations in USAREUR.

Forms. USAREUR and higher-level forms (printed and electronic) are available through the USAREUR Publications System (UPUBS).

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1. INTRODUCTION

- a. Seaports are traditionally busy, congested, and confusing places. As vehicles arrive at the seaport, port personnel will give them a quick visual inspection to identify those with obvious problems and scan the Logistics Application of Automated Marking and Reading Symbols (LOGMARS) label. Vehicles carrying hazardous and sensitive cargo will be separated from the rest of the vehicles and sent to the hazardous- and sensitive-cargo staging areas. The other vehicles will be sent to the vehicle staging areas to be rechecked and have LOGMARS labels rescanned.
- b. Drivers and assistant drivers will be sent out of the staging areas to an assembly area for transport.
- c. Vehicles must arrive at the time specified in the port message, and everyone must know what to do when the vehicles arrive.
- d. This pamphlet will be used with UP 385-15.

2. REFERENCES

- a. UP 385-15, Leaders Operational Accident Prevention Guide.
- b. UP 385-15-1, Commander's Convoy Checklist and Risk Assessment.
- c. UP 385-15-2, Commander's Rail-Loading Checklist and Risk Assessment.

3. EXPLANATION OF ABBREVIATIONS

ANSI	American National Standards Institute
ATC	air traffic control
AUEL	automated unit equipment list
CONEX	container express
LOGMARS	Logistics Application of Automated Marking and Reading Symbols
MILVAN	military-owned demountable container
MP	military police
mph	miles per hour
MRE	meals, ready-to-eat
MTMC	Military Traffic Management Command
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NOTAM	notice to airmen
PAO	public affairs office
POL	petroleum, oils, and lubricants
PSA	port support activity
SOP	standing operating procedures
SPOD	seaport of debarkation
TTU	transportation terminal unit
UP	USAREUR pamphlet
USAREUR	United States Army, Europe

4. CHECKLISTS AND TABLES

Leaders and drivers who are planning or conducting port operations will use the appropriate table (a through d below) to help them assess hazards and risks. Paragraph 3 defines abbreviations used in the tables.

- a. Table 1, Leader's Checklist.
- b. Table 2, Driver's Checklist.
- c. Table 3, Port-to-Fort Checklist.
- d. Table 4, Port Operations Risk Assessment.

5. PORT-TO-FORT OPERATIONS

Operations at a seaport of debarkation (SPOD) can be divided into the following parts:

a. Ship Arrival. The key word during this phase is flexibility. Ship arrival time is approximate. After the ship arrives, it will take time to tie it up. After that, customs and other agents must inspect the ship and clear the cargo for entry into the country. Consequently, equipment will not be immediately ready for pickup when the ship arrives.

(1) As a rule of thumb, figure a half to a full day after ship arrival before off-load operations will begin. Unit movement officers should use the checklist in table 3, part I, to ensure the unit is ready for a smooth off-loading.

(2) Unit movement officers do not need to wait for ship arrival to determine the unit, type, and condition of cargo on the vessel. The transportation officer can obtain a copy of the vessel-load papers from the Military Traffic Management Command (MTMC). These papers describe the cargo on the ship by type, unit, and condition. Hazardous cargo by type and location on the ship also will be listed. Planning for the return of the unit's equipment can then proceed properly with safety integrated into each step of the process.

b. Off-Loading. A ship off-load operation resembles a cattle drive on the verge of a stampede. This is the most dangerous part of ship operations. Everyone working in or near the port must stay aware of what is going on. Vehicles will be moving out of the ship quickly. Stevedore gangs will be in all the holds unleashing vehicles. Tank engines will fill holds with noise and exhaust fumes even though the ship's blowers will be operating at maximum capacity. In this busy, hot, noisy, smelly environment, leaders and soldiers must ensure that safety awareness maintains top priority. Table 3, parts II and III, lists items to check during this phase of port operations.

c. Staging of Cargo. This phase of the operation occurs at the same time as the off-load phase. Cargo will be parked by unit in the road-march staging area and by type and trainload in the rail-staging area. Vehicle movement into the staging areas is rapid, but the transportation terminal unit (TTU) will have laid out the staging areas; ground guides will direct vehicles into the proper lanes. Table 3, part IV, lists items to check during this phase of the operation.

d. Departure of Cargo From the Terminal by Road, Rail, or Air. Only after SPOD staging areas are filled should convoy commanders allow their drivers into the staging areas. To do so before the staging-area operation is complete presents a safety hazard because of the rapid filling of the area with off-loaded cargo at the same time that larger numbers of drivers and assistant drivers are milling around or loading specific unit vehicles. TTU reception teams must scan LOGMARS labels for accountability of Army vehicles.

(1) The staging area is not the place to reconfigure convoys for road march. Convoy commanders should coordinate with the TTU for the location of an area to form up in road-march order. Before departure, convoy commanders should also ensure that every driver and leader receives a road-march safety briefing. UP 385-15-1 provides checklists for convoy operations.

(2) Rail load-out will begin when the train arrives and the cars are placed on the siding. UP 385-15-2 provides rail operations checklists.

Table 1 Leader's Checklist	
ITEM TO CHECK	YES/NO
● Is there enough water for soldiers? (<i>Estimate 1 day at the terminal although actual time should be less.</i>)	
● Has the unit's terminal control plan been explained to drivers and supervisory teams, including the following items:	
Where drivers and other unit personnel should assemble after parking their vehicles.	
Water point location.	
Latrine locations.	
Trashcan locations for MRE packages and other waste.	
● Has emphasis been placed on unit integrity (keeping everyone together or knowing where they are), NCO control, and prohibitions from wandering around?	
● Has the unit key control officer coordinated with port operators on availability and location of port key control NCOs and officers? (<i>If possible, get a radio from TTU to ensure common communications and quick response by key control personnel.</i>)	
● Have soldiers been informed of how they will depart the terminal and when and where they will be ported?	
● Has a "check team" been assembled to go through the unit's vehicles after all soldiers are assembled to check for mistakes, oversights, items left behind, shackles, and radios left on?	
● Was a recall-accountability check performed before departing the terminal?	
● Are only essential personnel being allowed to enter the staging area while it is in use? (<i>Drivers will not be allowed to fill out forms in vehicle staging areas while traffic is coming into the staging area. Extra personnel in the staging area cause both safety and control problems.</i>)	
● Have plans been implemented to ensure that no nesting will take place at the port? (<i>Nesting should be taken care of at the assembly area in the field or at the marshaling area.</i>)	
● Have MILVANs and CONEXs been certified as either hazardous or nonhazardous? (<i>This is usually done at the packout in the assembly area where certifications are put on the MILVANs and CONEXs. The certifications sometimes blow off containers on the way to the port. Unit transportation officers or NCOs at the port must replace missing certificates to prevent port personnel from having to open containers to determine their classification.</i>)	
● Have personnel who will be going aboard the ship during the load-out received the following:	
Preboarding ship-safety briefing.	
Helmet or hardhat.	
Hearing protection (earmuffs or earplugs).	
Canteen.	
Steel-toed shoes.	

Table 2 Driver's Checklist	
ITEM TO CHECK	YES/NO
• Are drivers alert and paying attention?	
• Are driving lights turned on at the terminal?	
• Are ground guides being used for the following:	
Tracked vehicle movement.	
When backing or moving vehicles in congested areas.	
In vehicles 2½-tons or heavier.	
When limited visibility dictates the need.	
• Are ground guides stationary when guiding vehicles (not walking backwards)?	
• Is the proper distance being kept between vehicles?	
• Are vehicles kept away from handling materials (for example, chains or ropes that could snag on a cleat or tideway fitting and yank cargo off a truck)?	
• Have vehicles with maintenance problems been reported to port reception personnel?	
• Were radio-whip antennas secured on entering the terminal? Were tracked vehicle antennas removed and stored inside hulls?	
• Are main guns of tanks and fighting vehicles in the locked position for travel?	
• Is terminal speed (normally 15 mph) being obeyed?	
• Have personnel and military items been removed from the vehicle?	
• Have items left in the vehicle cab been wrapped, blocked, and braced inside the cab? Are windows rolled up?	
• Are all vehicle locked?	
• Are the following rules being observed when driving near port helipads:	
Aircraft have the right of way.	
Antennas must be tied down or removed.	
ATC personnel will provide ground directions. (<i>Drivers will move only when told to do so by ATC personnel.</i>)	
Lights must be dimmed.	

Table 3 Port-to-Fort Checklist	
Part I – Ship Arrival	
● As far ahead of time as possible, the unit movement officer should coordinate the following with the port TTU:	
Ship arrival time.	
Time off-loading will begin.	
When and where to set up maintenance facilities.	
Messing and billeting facilities at port.	
How much cargo will be returned by rail and when and where rail-loading will begin.	
When equipment will be ready for pickup and what procedures will be necessary for equipment outprocessing.	
● In addition to the items above, the unit movement officer should--	
Plan for a strong maintenance element. <i>(Many vehicles will be deadlined and will need the attention of mechanics or recovery equipment to move them off the ship.)</i>	
Plan to be at the terminal when the ship arrives. <i>(Bring maintenance teams to board the ship to begin pre- off-load cargo inspection and repair.)</i>	
Determine when and where the port safety briefing will be for driving teams, on-ship maintenance personnel, and soldiers involved in shipside rail load-out and fly-out operations.	
Determine how many multi-licensed drivers will be necessary to off-load the ship.	
Bring a golf-cart-type vehicle to help mechanics get their tools and gear around the ship quickly.	
Plan for aviation maintenance support to assist in reconfiguring aircraft for fly out.	
Part II – Off-Loading (PSA)	
● Leaders should use the following guidance to emphasize critical points to the PSA team:	
Begin each day with a safety “tailgate” session. Solicit seen or perceived hazards from soldiers. Do a quick hazard analysis and work with soldiers to plan how to avoid the hazards. Report hazards to the TTU safety officer.	
Mentally prepare PSA soldiers for frustration. A ship off-load never goes smoothly. Problems develop that cause delays (such as immovable vehicles). Thorough planning can eliminate most problems, but not all of them.	
Enforce use of ground guides on the ship. Ground guides are required at the top and bottom of ramps, never in the middle. Drivers must know who is the controlling guide.	
Control the ship’s ramps. Do not let vehicles proceed while personnel are coming up or down the ramp.	
Rotate on-ship PSA teams with off-ship teams to give people working on the ship a break from the noise, hustle, and heat.	
Check soldiers aboard the vessel for symptoms of carbon monoxide poisoning (headaches, fatigue, nausea, dizziness, and muscle weakness).	
Tell soldiers to immediately bring problems to their supervisor’s attention.	
Tell soldiers that if they see anything life threatening they must immediately stop operations and radio the PSA supervisor or nearest TTU member.	
Warn soldiers not to walk under operating cranes or suspended loads.	
Enforce no-smoking rules. <i>(Smoking is allowed only in designated areas.)</i>	
Part III – Off-Loading (Aircraft)	
● For aircraft off-load operations, the TTU should notify the supporting post aviation officer that aircraft will be off-loaded and request the following support:	
Aviation maintenance battalion.	
Aviation safety officer inspection of proposed port helipad, maintenance area, and port for hazards.	
ATC for temporary port helipads (incl publishing a NOTAM).	
Enough aviation personnel to ensure vehicle control in the area around the port helipad.	
Part IV – Staging of Cargo	
● PSA teams will--	
Make sure that plenty of water is available in each staging area and that soldiers drink water frequently. Soldiers must use the buddy system to watch for heat injuries.	
Request TTU assistance if moving-unit personnel begin to gather in the working staging area. <i>(PSA drivers are hindered by unit drivers loitering in the staging area.)</i>	
Make sure shuttle-vehicle drivers concentrate on safe movement of PSA drivers, not speed. If a pickup truck is used as a shuttle vehicle, ensure soldiers sit on the floor of the truckbed, not on the sides.	

**Table 4
Port Operations Risk Assessment**

	Hazard/Activity/Item	Recommended Controls
Port Operations	Load planning	<p>Ensure vehicles and equipment nested in the backs of other vehicles are included in the load plan. Plan for blocking and bracing materials, and test the plan before loading and movement.</p> <p>Do not overgross prime movers carrying a nested vehicle. Make sure AUDEL shows the actual height, length, and weight of the prime carrier and its nested vehicle or built-up.</p> <p>Turn in all ammunition and munitions. Check pack pockets and gear pockets for loose rounds.</p> <p>Inspect unit gear to ensure no ammunition or other explosives are inadvertently packed.</p> <p>Establish standards for inspections and retention of war souvenirs.</p> <p>Check for animals and insects and kill them.</p> <p>On redeployments, check each vehicle for loose rounds or pyrotechnics and munitions tucked into storage compartments.</p> <p>Always block, brace, and tie down nested vehicles and equipment. Ship ramps sometimes exceed 45 degrees and loose loads may tumble out.</p> <p>Make sure nested vehicles have all lifting shackles in place and inspect to ensure that welds on shackle brackets are sound and that shackles, pins, and cotter pins are the right size.</p> <p>Carry extra shackles for unit vehicles. (Shackles often disappear, and the vehicle may not be shipped without them.)</p> <p>Identify lifting shackles by painting the word "Lift" next to them. Paint "Tiedown Only" next to tiedown shackles.</p> <p>Ensure that AUDEL shows proper status of sensitive unit equipment or hazardous cargo.</p> <p>Identify hazardous classes of cargo and eliminate compatibility problems. Make sure the unit AUDEL accurately lists which vehicles contain sensitive or hazardous cargo.</p> <p>Prohibit storage of loose items in vehicle cabs. Shifting during movement can damage both the item and the inside of the vehicle.</p> <p>Load plans must assume vehicles will be deck-loaded and not loaded in dry holds; vehicles, therefore, must be prepared to withstand a constant stream of sea water.</p> <p>Use plastic to wrap radios in racks inside vehicles and tracks.</p> <p>Adjust vehicle fuel loads so that vehicles arrive at port with tanks no more than three-quarters full. Always check with the departure port Army terminal unit for the latest in-country standards for fuel tank levels and 5-gallon fuel-can levels.</p> <p>Make sure all hoses are drained if fuel tankers must be purged and that fuel is drained from generator sets before packing.</p> <p>Do not drain POL tanks and hoses onto the ground. Use proper fuel-drain cans and dispose of drainings according to the unit SOP.</p> <p>Ensure that vehicles containing compressed gas cylinders (other than fire extinguishers) are placarded on both sides.</p> <p>Ensure that oxygen and acetylene cylinders are removed from wreckers and maintenance vehicles. (Build bottle racks in a trailer, and secure all unit acetylene bottles in the rack.) CAUTION: Do not overgross the trailer. Stencil the unit designation on each bottle. Properly placard the trailer.</p> <p>Ensure that all vehicles are inspected for fuel, oil, and other leaks before loading.</p> <p>Ensure that any vehicle with a brake problem has a big steering wheel placard stating: "CAUTION! NO BRAKES. DO NOT DRIVE. MOVE ONLY WITH TOW BAR."</p>
	Load planning - overgrossed vehicles	<p>Make sure the AUDEL lists the prime mover and its nested vehicle.</p> <p>Make sure the AUDEL lists actual built-up height, length, and weight.</p>

Table 4 Port Operations Risk Assessment		
	Hazard/Activity/Item	Recommended Controls
Port Operations	Load planning - secondary loads	Ensure that secondary loads are secured to prevent motion-induced damage.
		Do not allow secondary loads to be piled, scattered, or haphazardly placed on vehicles.
		Develop and test load plans before movement to port.
		Ensure that LOGMARS and AUDEL data list actual "as shipped" weights, not "as published" weights.
		Ensure that the weight of secondary loads does not exceed the reported weight of the vehicle.
		Ensure that secondary loads of hazardous materials are listed in LOGMAR data.
		Segregate hazardous cargo.
Movement to Port	Command and control	Appoint a movement liaison team consisting of a team leader, an NCOIC, and an administration NCO to--
		- Ensure safe and timely processing of unit assets from field assembly areas through marshaling areas to the port according to the portcall message.
		- Plan for and ensure drivers get proper rest period.
		- Identify hazards and control measures for port operations.
		- Notify public of convoys, road closures, and routes when possible through the PAO, G5, or MPs.
		- Provide a point of contact for safety and operational questions about equipment preparation standards for sea movement.
		- Maintain contact with port operating elements on equipment preparation, U.S. Customs and Department of Agriculture standards, and the portcall message.
		- Resolve movement-to-port problems before departure to port.
		- Provide a seaport element to make final vehicle-shipment decisions.
		Establish controlled environments in which personnel are cared for and accounted for from start through their time at the SPOD (for example, water points, first-aid station).
		- Keep commanders and participating units informed.
		- Organize maintenance assets to assist PSA in repairing vehicles in marshaling and port areas to ensure serviceability and readiness for sea movements.
		Ensure that the movement liaison team has the following equipment:
		- Handheld radios.
		- Secure fax.
		- Dedicated FM frequency.
		- Dedicated telephone lines at base and port.
		- Dedicated utility helicopter reserved for maintenance and parts flights or command and control.
		Locate the movement liaison team at the assembly area during vehicle preparation and at the port during the movement-to-port phase.
		Ensure that the movement liaison team has a marshaling area plan that covers--
		- Receiving convoys.
		- Refueling/defueling vehicles to Coast Guard limits and arrangement for excess fuel storage.
		- Performing unit and direct support maintenance before staging.
		- Providing final technical inspection to ensure that all vehicles are ready for sea movement.
		- Pre-staging vehicles by unit or type.
		- Dining and sleeping areas.
		- Latrine facilities.
		- Administrative support.
		- Positive personnel control.
		- Spot-checking vehicle preparation and LOGMARS labels.

Table 4 Port Operations Risk Assessment		
	Hazard/Activity/Item	Recommended Controls
Arrival at Port	Leader checklist	At the start of each day, go over standard ground-guide safety procedures and hand-and-arm signals. Stress ground guide use in the motor pool and the vehicle-preparation area.
		Carry enough water for your soldiers. Estimate 1 day on terminal.
		Explain unit terminal control plan to all driving supervising teams (for example, assembly points, water points, latrines, trashcans for MRE packages).
		Stress unit integrity, NCO control, and that soldiers should not wander.
		Unit key control officer must coordinate with port operators on availability and location of key control NCO or officer. Get a radio from the TTU to have communications and quick response by the key-control team.
		Explain how soldiers will depart the terminal and when and where they will be transported.
		Have a final check team go through unit vehicles after all soldiers are assembled. Check for mistakes, oversights, items left, shackles, and lights or radios left on.
		Before departing the terminal, perform a rollcall accountability check.
		Allow only essential personnel to enter staging areas while staging areas are filling.
		Do not allow drivers to fill out forms in vehicle staging areas while vehicles are arriving. This puts drivers and assistant drivers in the same place that port personnel are using to move cargo rapidly.
		Do not plan to do nesting at the port. Nesting should be done at the assembly area or marshaling area.
		MILVANS and CONEXs must be certified as either hazardous or nonhazardous. Do this at the pack-out in the assembly area where certifications are put on. Have the unit transportation officer or NCO at the port replace any that blow off.
		Personnel going on board ship must have a pre-boarding safety briefing, a helmet or hard-hat, hearing protection (plugs or muffs), and a full canteen.
		Driver checklist
	Turn on driving lights while in the terminal.	
	Use ground guides (see ground guides below).	
	Keep correct distances between vehicles.	
	Keep vehicles free from hanging materials (such as chains or ropes that could snag a cleat or tiedown fitting and yank cargo off the truck).	
	Report vehicles with maintenance problems to port reception personnel.	
	Secure antennas.	
	Put main guns of tanks and fighting vehicles in travel lock.	
	Obey terminal speed limits.	
	Do not leave any personal or military items in vehicles.	
	Anything left has to be wrapped, blocked, and braced.	
	Make sure windows are rolled up and vehicles are locked.	
	Dockside - Fire protection	Coordinate with local fire departments for coverage.
		Optimize use of available extinguishers.
		Ensure firefighters are aware of the types of hazardous materials being loaded so they can be prepared with the proper extinguishing equipment and material.

**Table 4
Port Operations Risk Assessment**

	Hazard/Activity/Item	Recommended Controls
Arrival at Port	Dockside - Ground guides	Require and enforce the use of ground guides.
		Ensure all drivers are trained in proper use of ground guides and all personnel are trained in how to act as a ground guide.
		Ground guides must stay at the sides of the vehicle they are guiding, never in the vehicles path (to prevent being crushed between vehicles).
		Personnel will never walk backwards while ground guiding.
		Use ground guides whenever moving vehicles in congested areas; require two ground guides when backing or when vision is restricted.
		If operations are performed at night, ensure ground guides have reflective belts and flashlights or chemical lights.
	Dockside - Materiel handling equipment	Identify and use trained and certified personnel.
		Train additional operators for long-term operations.
	Dockside - Personnel unfamiliar with shipboard and dock environments and Navy or Marine instructions, signals, and alarms	Have qualified Navy or MTMC personnel provide briefings.
		Conduct familiarization tours.
		Conduct hands-on training on chains and locking devices. Warn personnel about getting body parts pinched or caught between wires, cables, or other tiedown equipment. Warn about the “whip effects” of released chains and cables.
		Mark “go” and “no-go” zones.
		Keep unsupervised personnel away from operations.
	Dockside - Protective equipment	Replace kevlar with ANSI hardhats if possible.
		Do not use kevlar for electrical work.
		Issue and enforce the use of leather or leather palmed gloves.
		Issue hearing protection devices.
		Use steel-toed boots whenever possible. Warn personnel of foot hazards.
		Issue goggles to personnel if block and bracing will require nail driving or sawing of wood.
	Dockside - Slingloads	Include reflective belts for night or bad-weather operations.
		Attach slings only to proper lift points.
		Inspect loads for proper rigging before each lift.
	Shipboard - Embarked vehicles	Ensure that personnel remain clear of suspended loads.
		Inspect embarked vehicles to ensure that lights and master switches are off.
		Require operators to turn lights and master switches off after embarking vehicles.
	Shipboard - Internal shipboard ramps (poor traction and lack of guardrails)	Ensure that soldiers wear serviceable boots.
		Minimize one-person loads; use the buddy system.
		Do not allow personnel to run.
Warn personnel to stay clear of edges of ramp and stay off moving ramps.		
Shipboard - Carbon monoxide in vehicle holds	Do not allow soldiers to lie on, under, or between vehicles.	
	Ensure proper ventilation; coordinate with ship’s crew.	
	Minimize use of engines.	
Shipboard - Moving heavy and large equipment through tight doors and hatches	Keep time spent in holds to the minimum necessary.	
	Use lights as directed.	
	Use ground guides.	
	Use only experienced drivers.	
		Immediately report any contact with watertight doors.