



DEPARTMENT OF THE AIR FORCE
UNITED STATES AIR FORCES IN EUROPE

JUN 29 2011

MEMORANDUM FOR ALL USAFE PERSONNEL

FROM: USAFE/CC
Unit 3050 Box 1
APO AE 09094-0501

SUBJECT: Commander's Safety Philosophy

1. We work in an inherently risky business, defending our nation against all enemies. However, we cannot afford to be unsafe in any situation. Safety and risk management are the cornerstones of our operations, from the simplest tasks to the most complex military campaigns. All USAFE Airmen need to ensure risk management is a critical aspect of everything we do.
2. Asking the simple question "what could go wrong" is the first step in breaking any mishap chain. I ask that every USAFE Airman be on the lookout for things that can go wrong. Any one of us, regardless of rank, has the ability and responsibility to act when we see something unsafe. You could be that critical person who prevents the next mishap.
3. Untrained, Unsupervised and Undisciplined. What we've learned over the years is that the root cause of nearly every mishap in our Air Force can be categorized into situations related to training, supervision or discipline. Commanders and supervisors, it is your responsibility to ensure your Airmen are properly trained, have the proper supervision, and follow published guidance 100% of the time. I look to you to protect our most vital resource -- our USAFE Airmen -- both on and off duty.
4. You are our sword and shield. Each and every one of you is a vital part of our nation's defense. Please continue to be safe...we need you at the top of your game!

A handwritten signature in cursive script, appearing to read "Mark A. Welsh III".

MARK A. WELSH III
General, USAF
Commander