

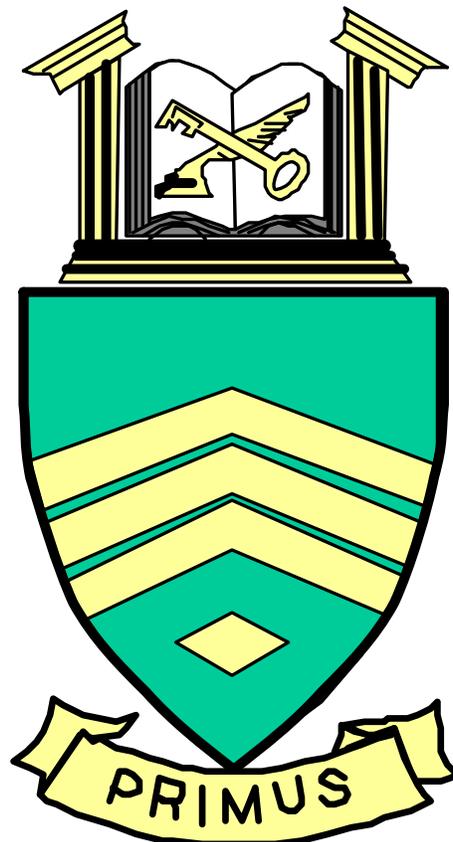
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

W656

OCT 04

RISK MANAGEMENT

STUDENT HANDOUT



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PRACTICAL EXERCISE 1

Title	RISK MANAGEMENT						
Lesson Number / Title	W656 version 1 / RISK MANAGEMENT						
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.						
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.						
Terminal Learning Objective	<p>NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.</p> <p>At the completion of this lesson, you [the student] will:</p> <table border="1"><tr><td>Action:</td><td>Verify the implementation of the risk management process at company level.</td></tr><tr><td>Conditions:</td><td>As a first sergeant in a classroom environment, given FM 100-14.</td></tr><tr><td>Standards:</td><td>Verified the implementation of the risk management process at company level IAW FM 100-14.</td></tr></table>	Action:	Verify the implementation of the risk management process at company level.	Conditions:	As a first sergeant in a classroom environment, given FM 100-14.	Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.
Action:	Verify the implementation of the risk management process at company level.						
Conditions:	As a first sergeant in a classroom environment, given FM 100-14.						
Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.						
Safety Requirements	None						
Risk Assessment	Low						
Environmental Considerations	None						
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.						
Instructional Lead-In	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.						
Resource Requirements	<p>Instructor Materials:</p> <ul style="list-style-type: none">• TSP. <p>Student Materials:</p> <ul style="list-style-type: none">• Pen or pencil and writing paper.• All reference material issued for this lesson.						

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Special Instructions

Complete this practical exercise using the blank Risk Management Worksheet (at C-3) and the Hazard Determination Chart (at C-4) to complete Step 1 thru Step 5 in the activities block below. You may use FM 100-14, for reference, to assist in completing this PE.

Procedures**SCENARIO:**

You are a first sergeant in a mechanized infantry company. Your battalion is at the National Training Center (NTC) for three days as a part of Task Force (TF) XXI. The mission of TF XXI is to engage and defeat the OPFOR, which claims control of the NTC area of operations. The task for your unit is to seize and hold a small unimproved airfield (approximately 10 kilometers from your current position). Your unit has 48 hours to accomplish this task. The time is 0600 (today's date).

SITUATION:

Your unit is in a compound surrounded by layered concertina wire with anti-vehicular and personnel minefields in front of the wire. Intelligence indicates that the defense of the airfield is by a well-equipped, dug-in enemy force estimated to be a company-sized element. Fortifications include individual fighting positions and some sand bag emplacements for mortars and crew served machine guns. The terrain between your current position and the airfield is open and maneuverable, but provides little or no cover and concealment. The weather is moderate with temperatures in the 40s during the day, and in the 30s at night, winds at 5-10 MPH, with no precipitation in the forecast. The experience level of your soldiers varies from 15 percent Desert Shield/Storm veterans, 20 percent young first term soldiers (with less than 24 months in the service), and the rest are second term soldiers. A recent training assessment indicated your unit as well trained. After reviewing the OPORD, you have decided the best opportunity for success is a night attack. You have well-rested soldiers and your last resupply was just last night.

ACTIVITIES:

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at C-3.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at C-3.

Step 3 - Determine which hazard to risk-manage using the Hazard Determination Chart at C-4.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at C-3.

Step 5 – Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

Use this blank Risk Management Worksheet to complete your Risk Management Assessment for this Practical Exercise.

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Hazard Determination Chart

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at PE-1-3).

Can you adequately control the hazard?

Question:

		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																
	TRAINING Is training adequate to control the hazard?																
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																

- Answer - If all the hazards are “yes,” no further action required.
 - If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

Feedback Requirements

None

**SOLUTION FOR
PRACTICAL EXERCISE 1**

Risk Management Worksheet

Risk Management Worksheet (Assessment of hazards).

The possible answers to Practical Exercise 1 (Risk Management Worksheet) are as follows: (Note: Your answers may be different than those listed below).

RISK MANAGEMENT WORKSHEET					
A. Mission or Task: <i>Engage/defeat</i>		B. Date/Time Group: Begin: DD0600AMMMY End: DD0600AMMMY		C. Date Prepared: DD MMM YY	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
<i>Seize / hold Airfield</i>	<i>Open terrain Cold Weather Visibility Limited (Night) Soldier experience Obstacles Fratricide Small Enemy Force</i>	<i>E H E H H E E</i>	DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)		MODERATE (M)		HIGH (H)	
				EXTREMELY HIGH (E)	

NOTE: Upon completion of blocks H, I, and J (implementing the controls for each hazard listed) you would then determine the overall mission/task risk level and circle one of the selections in block K.

PRACTICAL EXERCISE 2

Title	RISK MANAGEMENT						
Lesson Number / Title	W656 version 1 / RISK MANAGEMENT						
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.						
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.						
Terminal Learning Objective	<p>NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.</p> <p>At the completion of this lesson, you [the student] will:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Action:</td> <td>Verify the implementation of the risk management process at company level.</td> </tr> <tr> <td>Conditions:</td> <td>As a first sergeant in a classroom environment, given FM 100-14.</td> </tr> <tr> <td>Standards:</td> <td>Verified the implementation of the risk management process at company level IAW FM 100-14.</td> </tr> </table>	Action:	Verify the implementation of the risk management process at company level.	Conditions:	As a first sergeant in a classroom environment, given FM 100-14.	Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.
Action:	Verify the implementation of the risk management process at company level.						
Conditions:	As a first sergeant in a classroom environment, given FM 100-14.						
Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.						
Safety Requirements	None						
Risk Assessment	Low						
Environmental Considerations	None						
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.						
Instructional Lead-In	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.						
Resource Requirements	<p>Instructor Materials:</p> <ul style="list-style-type: none"> • TSP. <p>Student Materials:</p> <ul style="list-style-type: none"> • Pen or pencil and writing paper. • All reference material issued for this lesson. 						

Special Instructions

Complete this practical exercise using the blank Risk Management Worksheet (at C-9) and the Hazard Determination Chart (at C-10) to complete Step 1 thru Step 5 in the activities block. You may use FM 100-14, for reference, to assist in completing this PE.

Procedures**SCENARIO:**

You are a first sergeant in an infantry company. Your battalion is at the National Training Center (NTC) for a battalion-sized FTX. It is day three of the seven day FTX. The commander gives you a warning order, 051200AJUNXX, to conduct a dismounted tactical roadmarch to start at 060700AJUNXX and to arrive and secure the objective (a new battalion TACCP site) at 061800AJUNXX. The objective is approximately 15 kilometers from your current position. Intelligence estimates state that there are enemy (OPFOR) patrols (two squad-sized elements) operating along the tactical roadmarch route. Current location and strength of the patrols is unknown at this time. Your unit has 11 hours to accomplish this task.

SITUATION:

The terrain your unit must negotiate along the roadmarch route is uneven, with small hills, and heavy vegetation in some areas. The weather is hot and humid with temperatures in the low 90s during the day and in the low 70s at night. There is no precipitation in the forecast for the next 24 hours. The company is at 90 percent strength with one team leader position not filled. Your last resupply of food, water, and ammunition was yesterday. Each soldier will carry his or her own assigned weapon, LCE (with two full canteens), and a 30 pound ruck sack (filled with the essentials).

You were assigned as first sergeant 6 months ago. During that time period you participated in the battalion EIB testing, company lane training, and one other 3-day, FTX. Your unit also has twenty personnel who trained for the EIB with a total of only four EIB's awarded upon completion of that training. Members of your unit have had extensive training under similar conditions in the past so you consider them acclimated to the conditions you will now face during this roadmarch. Three personnel have had "heat related" injuries in the past 6 months. Each platoon has one combat lifesaver assigned but the TACSOP requires that each platoon have two combat lifesaver qualified personnel. Your unit received three new personnel just prior (one week) to departing for NTC.

ACTIVITIES:

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at C-9.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at C-9.

Step 3 - Determine which hazards to risk-manage using the Hazard Determination Chart at C-10.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at C-9.

Step 5 - Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

Hazard Determination Chart

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at PE-1-3).

Can you adequately control the hazard?

Question:

		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																
	TRAINING Is training adequate to control the hazard?																
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																

- Answer - If all the hazards are “yes,” no further action required.
- If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

Feedback Requirements

None

**SOLUTION FOR
PRACTICAL EXERCISE 2**

The possible answers to Practical Exercise 2 (Risk Management Worksheet) are as follows: (Note: Your answers may be different than those listed below).

RISK MANAGEMENT WORKSHEET					
A. Mission or Task: <i>Secure Battalion TACCP Site</i>		B. Date/Time Group: Begin: 060700AJUNYY End: 061800AJUNYY		C. Date Prepared: 05 JUN YY	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
<i>Conduct Tactical Road-march</i>	Hot Weather (Injuries) Equipment Load New Soldiers Wildlife (Snakes) Blistered Feet Uneven Terrain Noise Discipline Enemy Presence Water Intake	E H E M M M L E E	DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)		MODERATE (M)		HIGH (H)	
				EXTREMELY HIGH (E)	

NOTE: Upon completion of blocks H, I, and J (implementing the controls for each hazard listed) you would then determine the overall mission/task risk level and circle one of the selections in block K.

HAZARD DETERMINATION CHART:

There is no school solution for the hazard determination chart at C-10, however here is a **sample** of what a finished product may look like.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at C-10).



Question: Can you adequately control the hazard?

	Hot Weather (Injuries)		Equipment Load		New Soldiers		Wildlife (Snakes)		Blistered Feet		Uneven Terrain		Noise Discipline		Enemy Presence		Water Intake	
	Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	<p>SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?</p>																	
	<p>STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?</p>																	
	<p>TRAINING Is training adequate to control the hazard?</p>																	
	<p>LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?</p>																	
	<p>INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?</p>																	

YOU SHOULD HAVE A CHECK MARK (OR "X") IN THE APPROPRIATE (YES or NO) BLOCKS INDICATING THAT YOU CONSIDER A PARTICULAR HAZARD AS ADEQUATELY CONTROLLED OR NOT.

- Answer:
- If all the hazards are "yes," no further action required.
 - If one or more of the hazards are "no," risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

PRACTICAL EXERCISE 3

Title	RISK MANAGEMENT						
Lesson Number / Title	W656 version 1 / RISK MANAGEMENT						
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.						
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.						
Terminal Learning Objective	<p>NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.</p> <p>At the completion of this lesson, you [the student] will:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Action:</td> <td>Verify the implementation of the risk management process at company level.</td> </tr> <tr> <td>Conditions:</td> <td>As a first sergeant in a classroom environment, given FM 100-14.</td> </tr> <tr> <td>Standards:</td> <td>Verified the implementation of the risk management process at company level IAW FM 100-14.</td> </tr> </table>	Action:	Verify the implementation of the risk management process at company level.	Conditions:	As a first sergeant in a classroom environment, given FM 100-14.	Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.
Action:	Verify the implementation of the risk management process at company level.						
Conditions:	As a first sergeant in a classroom environment, given FM 100-14.						
Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.						
Safety Requirements	None						
Risk Assessment	Low						
Environmental Considerations	None						
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.						
Instructional Lead-In	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.						
Resource Requirements	<p>Instructor Materials:</p> <ul style="list-style-type: none"> • TSP. <p>Student Materials:</p> <ul style="list-style-type: none"> • Pen or pencil and writing paper. • All reference material issued for this lesson. 						

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Special Instructions

Complete this practical exercise using the blank Risk Management Worksheet (at C-15) and the Hazard Determination Chart (at C-16) to complete Step 1 thru Step 5 in the activities block below. You may use FM 100-14, for reference to assist in completing this PE.

Procedures**SCENARIO:**

You are a first sergeant in an infantry company. Your battalion is at the National Training Center (NTC) for seven days conducting an FTX for its annual training. The task for your unit is to complete an annual training requirement of a 12 mile cross country (dismounted) foot march. Your unit has 3 hours to accomplish this task. The time of departure is 0600 (today's date).

SITUATION:

You will encounter weather that is hot and dry (70+ degrees in the morning hours and 90+ degrees during the afternoon hours). All soldiers must carry their individual assigned weapon (M16A2 rifle) (with blank ammunition and blank adapters), individual protective mask, LCE (with 2 canteens of water), and a 30 pound rucksack. You must perform a pre-combat check 12 hours prior to the foot march. Along the pre-planned route (relatively flat hard-packed soil) the unit will cross the first checkpoint, an improved highway. As the unit approaches the second checkpoint (the halfway point), it will encounter heavy dry brush. The rest of the route is uneven terrain with small hills and somewhat sandy soil. Twenty percent (approximately 25 soldiers) are new to the unit and have never been in the desert before. Three soldiers have a profile against prolonged walking, or running.

ACTIVITIES:

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at C-15.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at C-15.

Step 3 - Determine which hazard to risk-manage using the Hazard Determination Chart at C-16.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at C-15.

Step 5 – Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

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HAZARD DETERMINATION CHART:

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at C-15).

Can you adequately control the hazard?

Question:

		Adequate																	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																		
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																		
	TRAINING Is training adequate to control the hazard?																		
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																		
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																		

- Answer - If all the hazards are “yes,” no further action required.
 - If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

Feedback Requirements _____

**SOLUTION FOR
PRACTICAL EXERCISE 3**

The possible answers to Practical Exercise 3 (Risk Management Worksheet) are as follows: (Note: Your answers may be different than those listed below).

RISK MANAGEMENT WORKSHEET					
A. Mission or Task: <i>Battalion FTX</i>		B. Date/Time Group: Begin: DD0600AMMMY End: DD0900AMMMY		C. Date Prepared: D. DD MMM YY	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
<i>12 mile cross-country foot march</i>	Hot Weather (Injuries) Equipment Load New Soldiers Wildlife (Snakes) Blistered Feet Uneven Terrain Water Intake	E H E H M M E	DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)	MODERATE (M)	HIGH (H)	EXTREMELY HIGH (E)		

NOTE: Upon completion of blocks H, I, and J (implementing the controls for each hazard listed) you would then determine the overall mission/task risk level and circle one of the selections in block K.

HAZARD DETERMINATION CHART:

There is no school solution for the hazard determination chart at C-16, however here is a **sample** of what a finished product may look like.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at C-16).



Question: Can you adequately control the hazard?

	Hot Weather (Injuries)	Equipment Load	New Soldiers	Wildlife (Snakes)	Blistered Feet	Uneven Terrain	Water Intake			
	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	
	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	
Identified METT-T Hazards	<p>YOU SHOULD HAVE A CHECK MARK (OR "X") IN THE APPROPRIATE (YES or NO) BLOCKS INDICATING THAT YOU CONSIDER A PARTICULAR HAZARD AS ADEQUATELY CONTROLLED OR NOT.</p>									
										SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?
										STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?
										TRAINING Is training adequate to control the hazard?
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?									
INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?										

- Answer: - If all the hazards are “yes,” no further action required.
 - If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

PRACTICAL EXERCISE 4

Title	RISK MANAGEMENT						
Lesson Number / Title	W656 version 1 / RISK MANAGEMENT						
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.						
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.						
Terminal Learning Objective	<p>NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.</p> <p>At the completion of this lesson, you [the student] will:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Action:</td> <td>Verify the implementation of the risk management process at company level.</td> </tr> <tr> <td>Conditions:</td> <td>As a first sergeant in a classroom environment, given FM 100-14.</td> </tr> <tr> <td>Standards:</td> <td>Verified the implementation of the risk management process at company level IAW FM 100-14.</td> </tr> </table>	Action:	Verify the implementation of the risk management process at company level.	Conditions:	As a first sergeant in a classroom environment, given FM 100-14.	Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.
Action:	Verify the implementation of the risk management process at company level.						
Conditions:	As a first sergeant in a classroom environment, given FM 100-14.						
Standards:	Verified the implementation of the risk management process at company level IAW FM 100-14.						
Safety Requirements	None						
Risk Assessment	Low						
Environmental Considerations	None						
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.						
Instructional Lead-In	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.						
Resource Requirements	<p>Instructor Materials:</p> <ul style="list-style-type: none"> • TSP. <p>Student Materials:</p> <ul style="list-style-type: none"> • Pen or pencil and writing paper. • All reference material issued for this lesson. 						

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Special Instructions

Complete this practical exercise using the blank Risk Assessment Worksheet (at C-21) and the Hazard Determination Chart (at C-22) to complete Step 1 thru Step 5 in the activities block below. You may use FM 100-14, for reference, to assist you in completing this PE.

Procedures**SCENARIO:**

You are a first sergeant in a combat service support (CSS) company, with a current strength of 200 soldiers. Your battalion will conduct a battalion-sized Army Physical Fitness Test (APFT) in conjunction with organization day. There will be trophies and time off awards (a training holiday) for the company with the highest aggregate score, based on unit size. The task for your unit is to complete the semiannual APFT with a higher aggregate score than the last APFT, which was the second lowest in the battalion. Scorers for the event will consist of Master Fitness Trainers (MFTs) from another battalion. The APFT is three days from today at 0600 hours.

SITUATION:

The weather will be cold and damp (30+ degrees [humidity of 50 percent] in the morning hours and 40+ degrees [humidity of 75 percent] during the afternoon hours) with slight winds (10 to 15 knots). The goal is to have all soldiers exceed a score of 200 based on their age and gender. For the two-mile run your unit must use a part of the hard-packed cinder and dirt road adjacent to the company area which has two intersections. Twenty percent (approximately 25 soldiers) are new to the unit (8 from AIT and the rest from other units) and have only participated in morning PT with the unit for two to three weeks. Three soldiers have a permanent profile (two against running or walking long distances and the other against running only). You will have to use the indoor pool for two soldiers. Another two soldiers have a temporary profile against doing pushups. Two soldiers have had some type of cold weather injury within the last 12 months. Three soldiers did not receive a passing score on the last APFT and had to take remedial PT before passing with scores slightly above the minimum needed. Your unit has twelve soldiers authorized to wear the APFT badge.

ACTIVITIES:

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at C-21.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at C-21.

Step 3 - Determine which hazard to risk-manage using the Hazard Determination Chart at C-22.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at C-21.

Step 5 - Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

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HAZARD DETERMINATION CHART:

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at C-22). Can you adequately control the hazard?

Question: _____

		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																
	TRAINING Is training adequate to control the hazard?																
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																

- Answer - If all the hazards are “yes,” no further action required.
 - If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

Feedback Requirements

None

**SOLUTION FOR
PRACTICAL EXERCISE 4**

RISK MANAGEMENT WORKSHEET:

Risk Management Worksheet (Assessment of hazards).

The possible answers to Practical Exercise 4 (Risk Management Worksheet) are as follows: (Note: Your answers may be different than those listed below).

RISK MANAGEMENT WORKSHEET					
A. Mission or Task: <i>Battalion APFT</i>		B. Date/Time Group: Begin: DD0600AMMMY End: DD0900AMMMY		C. Date Prepared: D. DD MMM YY	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
<i>Conduct Unit APFT</i>	Cold Weather Uniform New Soldiers Traffic Control Water Safety Running Surface Dehydration Cardiovascular Event	E L M M E M M L	DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)		MODERATE (M)		HIGH (H)	
EXTREMELY HIGH (E)					

NOTE: Upon completion of blocks H, I, and J (implementing the controls for each hazard listed) you would then determine the overall mission/task risk level and circle one of the selections in block K.

HAZARD DETERMINATION CHART:

There is no school solution for the hazard determination chart at C-22, however here is a **sample** of what a finished product may look like.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at C-16).



Question: Can you adequately control the hazard?

Hot Weather (Injuries)	Equipment Load	New Soldiers	Wildlife (Snakes)	Blistered Feet	Uneven Terrain	Water Intake			
Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate
Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N	Y N
<p>YOU SHOULD HAVE A CHECK MARK (OR "X") IN THE APPROPRIATE (YES or NO) BLOCKS INDICATING THAT YOU CONSIDER A PARTICULAR HAZARD AS ADEQUATELY CONTROLLED OR NOT.</p>									

Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?
	TRAINING Is training adequate to control the hazard?
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?

- Answer: - If all the hazards are “yes,” no further action required.
 - If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

HANDOUTS FOR LESSON: W656 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1
SH-2, Student Notes	SH-2-1 thru SH-2-3
SH-3, Case Study	SH-3-1 thru SH-3-4
SH-4, Practical Exercise 1	SH-4-1 thru SH-4-5
SH-5, Practical Exercise 2	SH-5-1 thru SH-5-6
SH-6, Practical Exercise 3	SH-6-1 thru SH-6-5
SH-7, Practical Exercise 4	SH-7-1 thru SH-7-5

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Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of two hours of small group instruction.

Overview Soldiering is a demanding and risky business. Every mission, training or combat, is a fight against two enemies. One enemy is the opposing forces (OPFOR); the other is accidents. Both can strike without warning and produce terrible effects. The risk management process is also key to protection of your soldiers and their equipment from mission ending accidents.

Learning Objective Terminal Learning Objective (TLO).

Action:	Verify the implementation of the risk management process at company level.
Conditions:	As a first sergeant, in a classroom, given FM 100-14.
Standard:	Verified the implementation of the risk management process at company level IAW FM 100-14.

ELO A Identify elements of a risk assessment.

ELO B Identify controls for implementation of a risk assessment.

ELO C Identify methods to monitor the controls implemented for a risk assessment.

Assignment The student assignments for this lesson are:

- Study FM 100-14, chapters 1, 2, appendix, and glossary.
 - Study Case Study 1 in SH-2 (for discussion in class).
 - Skim FM 100-14, chapter 3.
-

Additional Subject Area Resources None

Bring to Class

- FM 100-14.
- Pen or pencil and writing paper.

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Student Handout 2

Student Notes

This student handout contains 2 pages of material for the following:

Slides with student note space.

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STUDENT HANDOUT #2

RISK MANAGEMENT IMPLEMENTATION

**IMPLEMENTATION OF THE
RISK MANAGEMENT
PROCESS
AT COMPANY LEVEL**

W656DCT04/VGT.1

RISK ASSESSMENT (STEPs 1 & 2)



W656DCT04/VGT.2

RISK ASSESSMENT MATRIX

SEVERITY	PROBABILITY					
	Frequent A	Likely B	Occasional C	Seldom D	Unlikely E	
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

E - Extremely High Risk - Loss of ability to accomplish the mission.
H - High Risk - Significantly degrades mission capabilities in terms of required mission standards.
M - Moderate Risk - Degrades mission capabilities in terms of required mission standards.
L - Low Risk - Little or no impact on accomplishment of mission.

W656DCT04/VGT.3







Student Handout 3

This student handout contains three pages consisting of a Case Study.

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Student Handout 3

Case Study 1

Title Risk Management Assessment

Introduction As a first sergeant, you need to continuously conduct and monitor risk assessments to protect your soldiers and their equipment from mishaps, and to preserve resources within your unit.

Motivator This case study will reinforce your ability to appraise a risk assessment for completeness.

Safety Requirements None.

Risk Assessment Level Low.

Environmental Considerations None.

Evaluation This is not a graded exercise. You may keep this case study for future reference.

Instructional Lead-in This case study will give you the experience in monitoring, evaluating, and implementing a viable risk assessment process into your daily activities.

Resource Requirements None.

Special Instructions You will discuss this case study during the lesson presentation. You may also use FM 100-14 to assist in discussing this case study.

Scenario You are a first sergeant in a light infantry company. Your unit is to conduct its annual weapons qualification (M16A2) in less than 30 days. Your unit will also conduct Hands-on Performance Oriented Training (HOPOT) the day before, in the company area, to satisfy the Pre-marksmanship Instruction (PMI). This will consist of classes on proper sight picture and alignment; breathe, relax, aim, squeeze (BRAS) techniques; dime/washer exercise; and assuming a proper firing position (standing supported and unsupported, prone supported and unsupported). Your unit will conduct Common Task Training (CTT) in the cleared area across the street from the firing line for personnel waiting to fire.

Your unit has 160 soldiers assigned (counting the 1SG, platoon leaders and the company commander). Of the 160 soldiers, twenty-four are new to the unit (within the last 3 to 4 months, which includes two of the platoon sergeants and three squad leaders), forty have been with the unit for 4 to 12 months and the rest have been with the unit more than a year. A recent training assessment indicated your unit was well trained. The breakdown of unit personnel is as follows (not counting the commander or first sergeant):

LTs – 4 (Platoon Leaders)
SFCs– 4 (Platoon Sergeants)
SSGs– 4 (Squad Leaders)
SGTs – 25
CPLs – 20
SPCs – 35
PFCs – 48
PV2s – 18

Your unit will conduct a tactical road march, to the rifle range and back to the company area, which is approximately 5 miles from the company area, consisting of sandy and/or hard-packed, mostly flat, terrain. Each soldier will carry his or her own assigned weapon, LCE, two full canteens of water, and a 30 pound ruck sack (carrying their own meals, 2 extra quarts of water, and other essential items).

Your unit will depart at 0400 to be at the range NLT 0630, to commence firing NLT 0800. Plan to be on the range until at least 1500. This will mean the unit will eat at least two meals of Meals Ready to Eat (MREs) at the range location.

The weather should be cold, with a morning temperature in the mid to low 30s, and an afternoon temperature in the mid to high 40s. Winds will be between 5-15 mph. The average precipitation for the next thirty days is usually 1 inch to 1.75 inches for your area of the country (which if cold enough could be snow or freezing rain).

**Scenario,
continued**

Last week you gave instructions to the second platoon sergeant to conduct a risk assessment for the entire unit since they will be the platoon in charge of the range for that day. The second platoon submitted their completed risk management worksheet this morning for you to review. (See the completed Risk Management Worksheet at SH-3-3).

**Risk Management
Worksheet**

This is the Risk Management Worksheet the platoon sergeant submitted. You will use this to participate in the classroom discussion.

RISK MANAGEMENT WORKSHEET

A. Mission or Task: <u>Annual Weapons Qualification</u>		B. Date/Time Group: Begin: 0400ADDMMYY End: 1730ADDMMYY		C. Date Prepared: DDMMYY	
D. Prepared By: (Rank, Last Name, Duty Position) SFC B. Allucanbe, <i>Platoon Sergeant, 2nd Platoon</i>					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
<i>Annual Weapons Qualification & Tactical Road March</i>	<i>Cold Weather Uniform New soldiers Dehydration Limited visibility (darkness) Equipment load Blistered feet Range safety</i>	<i>E M M H E H H E</i>	<i>Awareness Training Training Awareness Acclimate Training Awareness Briefings</i>	<i>H L L M H M M H</i>	<i>TB Med 507 Unit SOP Rehearsals Unit SOP Safety SOP Unit SOP Unit SOP Range SOP</i>
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)	MODERATE (M)	HIGH (H)	EXTREMELY HIGH (E)		

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Student Handout 4

This student handout contains four pages consisting of Practical Exercise 1.

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Student Handout 4

Practical Exercise 1

Title Risk Management (Assessment)

Introduction As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.

Motivator This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.

Safety Requirements None.

Risk Assessment Level Low.

Environmental Considerations None.

Evaluation This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.

Instructional Lead-in This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.

Resource Requirements None.

Special Instructions

Complete this practical exercise using the blank Risk Management Worksheet (at SH-4-3) and the Hazard Determination Chart (at SH-4-4) to complete Step 1 thru Step 5 in the activities block below. You may use FM 100-14, for reference, to assist in completing this PE.

Scenario

You are a first sergeant in a mechanized infantry company. Your battalion is at the National Training Center (NTC) for three days as a part of Task Force (TF) XXI. The mission of TF XXI is to engage and defeat the OPFOR, which claims control of the NTC area of operations. The task for your unit is to seize and hold a small unimproved airfield (approximately 10 kilometers from your current position). Your unit has 48 hours to accomplish this task. The time is 0600 (today's date).

Situation

Your unit is in a compound surrounded by layered concertina wire with anti-vehicular and personnel minefields in front of the wire. Intelligence indicates that the defense of the airfield is by a well-equipped, dug-in enemy force estimated to be a company-sized element. Fortifications include individual fighting positions and some sand bag emplacements for mortars and crew served machine guns. The terrain between your current position and the airfield is open and maneuverable, but provides little or no cover and concealment. The weather is moderate with temperatures in the 40s during the day, and in the 30s at night, winds at 5-10 MPH, with no precipitation in the forecast. The experience level of your soldiers varies from 15 percent Desert Shield/Storm veterans, 20 percent young first term soldiers (with less than 24 months in the service), and the rest are second term soldiers. A recent training assessment indicated your unit as well trained. After reviewing the OPORD, you have decided the best opportunity for success is a night attack. You have well-rested soldiers and your last resupply was just last night.

Activities

Step 1 - Complete blocks A thru E of the Risk Management Worksheet SH-4-3.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at SH-4-3.

Step 3 - Determine which hazard to risk-manage using the Hazard Determination Chart at SH-4-4.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at SH-3-3.

Step 5 – Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

Risk Management Worksheet

Use this blank Risk Management Worksheet to complete your Risk Management Assessment for this Practical Exercise.

RISK MANAGEMENT WORKSHEET					
A. Mission or Task:		B. Date/Time Group: Begin: End:		C. Date Prepared:	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
			DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)	MODERATE (M)	HIGH (H)	EXTREMELY HIGH (E)		

Hazard Determination Chart

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at SH-4-3).



Question: Can you adequately control the hazard?

		Ad equ ate																	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																		
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																		
	TRAINING Is training adequate to control the hazard?																		
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																		
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																		

- Answer - If all the hazards are “yes,” no further action required.
- If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

Student Handout 5

This student handout contains four pages consisting of Practical Exercise 2.

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Student Handout 5

Practical Exercise 2

Title	Risk Management (Assessment)
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.
Safety Requirements	None.
Risk Assessment Level	Low.
Environmental Considerations	None.
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.
Instructional Lead-in	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.
Resource Requirements	None.

Special Instructions

Complete this practical exercise using the blank Risk Management Worksheet (at SH-5-4) and the Hazard Determination Chart (at SH-5-5) to complete Step 1 thru Step 5 in the activities block. You may use FM 100-14, for reference, to assist in completing this PE.

Scenario

You are a first sergeant in an infantry company. Your battalion is at the National Training Center (NTC) for a battalion-sized FTX. It is day three of the seven day FTX. The commander gives you a warning order, 051200AJUNXX, to conduct a dismounted tactical roadmarch to start at 060700AJUNXX and to arrive and secure the objective (a new battalion TACCP site) at 061800AJUNXX. The objective is approximately 15 kilometers from your current position. Intelligence estimates state that there are enemy (OPFOR) patrols (two squad-sized elements) operating along the tactical roadmarch route. Current location and strength of the patrols is unknown at this time. Your unit has 11 hours to accomplish this task.

Situation

The terrain your unit must negotiate along the roadmarch route is uneven, with small hills, and heavy vegetation in some areas. The weather is hot and humid with temperatures in the low 90s during the day and in the low 70s at night. There is no precipitation in the forecast for the next 24 hours. The company is at 90 percent strength with one team leader position not filled. Your last resupply of food, water, and ammunition was yesterday. Each soldier will carry his or her own assigned weapon, LCE (with two full canteens), and a 30 pound ruck sack (filled with the essentials).

You were assigned as first sergeant 6 months ago. During that time period you participated in the battalion EIB testing, company lane training, and one other 3-day, FTX. Your unit also has twenty personnel who trained for the EIB with a total of only four EIB's awarded upon completion of that training. Members of your unit have had extensive training under similar conditions in the past so you consider them acclimated to the conditions you will now face during this roadmarch. Three personnel have had "heat related" injuries in the past 6 months. Each platoon has one combat lifesaver assigned but the TACSOP requires that each platoon have two combat lifesaver qualified personnel. Your unit received three new personnel just prior (one week) to departing for NTC.

Activities

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at SH-5-4.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at SH-5-4.

Step 3 - Determine which hazards to risk-manage using the Hazard Determination Chart at SH-5-5.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at SH-5-4.

Step 5 - Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

Risk Management Worksheet

Use this blank Risk Management Worksheet to complete your Risk Management Assessment for this Practical Exercise.

RISK MANAGEMENT WORKSHEET					
A. Mission or Task:		B. Date/Time Group: Begin: End:		C. Date Prepared:	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
			DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)	MODERATE (M)	HIGH (H)	EXTREMELY HIGH (E)		

Hazard Determination Chart

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at SH-5-4).



Question: Can you adequately control the hazard?

		Ad																	
		equ																	
		ate																	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																		
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																		
	TRAINING Is training adequate to control the hazard?																		
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																		
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																		

- Answer - If all the hazards are “yes,” no further action required.
- If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

Student Handout 6

This student handout contains four pages consisting of Practical Exercise 3.

Student Handout 6

Practical Exercise 3

Title	Risk Management (Assessment)
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.
Safety Requirements	None.
Risk Assessment Level	Low.
Environmental Considerations	None.
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.
Instructional Lead-in	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.
Resource Requirements	None.
Special Instructions	Complete this practical exercise using the blank Risk Management Worksheet (at SH-6-3) and the Hazard Determination Chart (at SH-6-4) to complete Step 1 thru Step 5 in the activities block below. You may use FM 100-14, for reference to assist in completing this PE.
Scenario	You are a first sergeant in an infantry company. Your battalion is at the National Training Center (NTC) for seven days conducting an FTX for its annual training. The task for your unit is to complete an annual training requirement of a 12 mile cross country (dismounted) foot march. Your unit has 3 hours to accomplish this task. The time of departure is 0600 (today's date).

Situation

You will encounter weather that is hot and dry (70+ degrees in the morning hours and 90+ degrees during the afternoon hours). All soldiers must carry their individual assigned weapon (M16A2 rifle) (with blank ammunition and blank adapters), individual protective mask, LCE (with 2 canteens of water), and a 30 pound ruck sack. You must perform a pre-combat check 12 hours prior to the foot march. Along the pre-planned route (relatively flat hard-packed soil) the unit will cross the first checkpoint, an improved highway. As the unit approaches the second checkpoint (the halfway point), it will encounter heavy dry brush. The rest of the route is uneven terrain with small hills and somewhat sandy soil. Twenty percent (approximately 25 soldiers) are new to the unit and have never been in the desert before. Three soldiers have a profile against prolonged walking, or running.

Activities

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at SH-6-3.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at SH-6-3.

Step 3 - Determine which hazard to risk-manage using the Hazard Determination Chart at SH-6-4.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at SH-6-3.

Step 5 – Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

Risk Management Worksheet

Use this blank Risk Management Worksheet to complete your Risk Management Assessment for this Practical Exercise.

RISK MANAGEMENT WORKSHEET					
A. Mission or Task:		B. Date/Time Group: Begin: End:		C. Date Prepared:	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
			DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)	MODERATE (M)	HIGH (H)	EXTREMELY HIGH (E)		

Hazard Determination Chart

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at SH-6-3).



Question: Can you adequately control the hazard?

		Ad equ ate																	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																		
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																		
	TRAINING Is training adequate to control the hazard?																		
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																		
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																		

- Answer - If all the hazards are “yes,” no further action required.
- If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.

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Student Handout 7

This student handout contains four pages consisting of Practical Exercise 4.

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Student Handout 7

Practical Exercise 4

Title	Risk Management (Assessment)
Introduction	As a first sergeant, you need to continuously conduct risk management assessments to protect your soldiers and their equipment from mishaps and to preserve resources within your unit.
Motivator	This practical exercise will reinforce your ability to conduct a risk assessment for various types of training or actual mission tasks.
Safety Requirements	None.
Risk Assessment Level	Low.
Environmental Considerations	None.
Evaluation	This is not a graded exercise. The instructor will conduct a review and discussion of selected PE's, as deemed necessary. You will receive a solution sheet at the completion of the discussion; however, keep in mind that there may be more than one solution.
Instructional Lead-in	This practical exercise will give you the experience in evaluating and implementing a viable risk assessment process within your daily activities.
Resource Requirements	None.
Special Instructions	Complete this practical exercise using the blank Risk Assessment Worksheet (at SH-7-3) and the Hazard Determination Chart (at SH-7-4) to complete Step 1 thru Step 5 in the activities block below. You may use FM 100-14, for reference, to assist you in competing this PE.

Scenario

You are a first sergeant in a combat service support (CSS) company, with a current strength of 200 soldiers. Your battalion will conduct a battalion-sized Army Physical Fitness Test (APFT) in conjunction with organization day. There will be trophies and time off awards (a training holiday) for the company with the highest aggregate score, based on unit size. The task for your unit is to complete the semiannual APFT with a higher aggregate score than the last APFT, which was the second lowest in the battalion. Scorers for the event will consist of Master Fitness Trainers (MFTs) from another battalion. The APFT is three days from today at 0600 hours.

Situation

The weather will be cold and damp (30+ degrees [humidity of 50 percent] in the morning hours and 40+ degrees [humidity of 75 percent] during the afternoon hours) with slight winds (10 to 15 knots). The goal is to have all soldiers exceed a score of 200 based on their age and gender. For the two-mile run your unit must use a part of the hard-packed cinder and dirt road adjacent to the company area which has two intersections. Twenty percent (approximately 25 soldiers) are new to the unit (8 from AIT and the rest from other units) and have only participated in morning PT with the unit for two to three weeks. Three soldiers have a permanent profile (two against running or walking long distances and the other against running only). You will have to use the indoor pool for two soldiers. Another two soldiers have a temporary profile against doing pushups. Two soldiers have had some type of cold weather injury within the last 12 months. Three soldiers did not receive a passing score on the last APFT and had to take remedial PT before passing with scores slightly above the minimum needed. Your unit has twelve soldiers authorized to wear the APFT badge.

Activities

Step 1 - Complete blocks A thru E of the Risk Management Worksheet at SH-7-3.

Step 2 - Use the scenario and situation above to identify and list as many hazards as you can in block F of the Risk Management Worksheet at SH-7-3.

Step 3 - Determine which hazard to risk-manage using the Hazard Determination Chart at SH-7-4.

Step 4 - Based on your selected probability and severity, use the risk assessment matrix to determine the risk level of each hazard in block G of the Risk Management Worksheet at SH- SH-7-3.

Step 5 - Brief your completed Risk Management Worksheet and Hazard Determination Chart to your class for review and critique, as necessary.

Note: We will not use blocks H, I, J, and K for this practical exercise.

Risk Management Worksheet

Use this blank Risk Management Worksheet to complete your Risk Management Assessment for this Practical Exercise.

RISK MANAGEMENT WORKSHEET

A. Mission or Task:		B. Date/Time Group: Begin: End:		C. Date Prepared:	
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F: Identify Hazards	G: Assess Hazards	H. Develop Controls	I: Determine Residual Risk	J: Implement Controls ("How To")
			DO	NOT	USE
K. Determine overall mission/task risk level after controls are implemented (circle one):					
LOW (L)	MODERATE (M)	HIGH (H)	EXTREMELY HIGH (E)		

Hazard Determination Chart

Use the hazard determination chart (below) to see which hazards, listed in block F of the Risk Management Worksheet, that you will need to risk-manage.

LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at SH-7-3).



Question: Can you adequately control the hazard?

		Ad																	
		equ																	
		ate																	
		Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Identified METT-T Hazards	SUPPORT – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?																		
	STANDARDS – Are procedures or guidance adequately clear, practical, and specific to control hazard?																		
	TRAINING Is training adequate to control the hazard?																		
	LEADER Are leaders ready, willing, and able to enforce standards required to control hazard?																		
	INDIVIDUAL Is soldier performance sufficiently self-disciplined to control hazard?																		

- Answer - If all the hazards are “yes,” no further action required.
- If one or more of the hazards are “no,” risk-manage the hazards.

Note: Use as many sheets as you need to list all of the hazards in Block F of your Risk Management Worksheet.