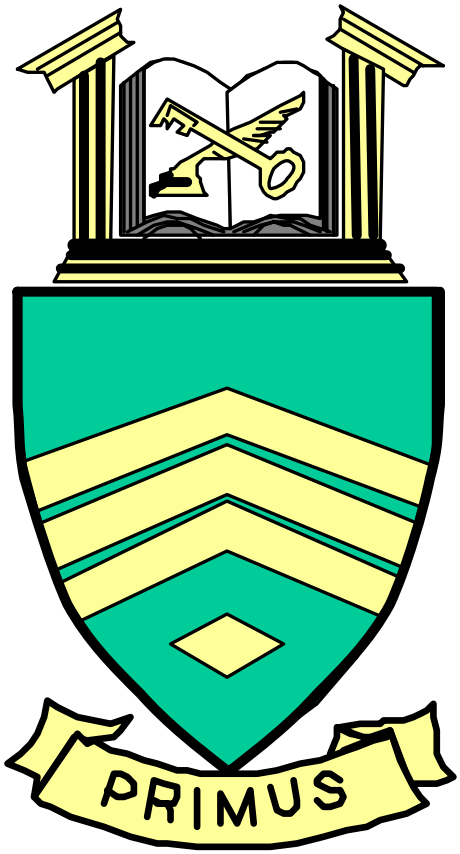
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

W656 OCT 04

RISK MANAGEMENT

TRAINING SUPPORT PACKAGE



THIS PAGE LEFT BLANK INTENTIONALL

TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	W656 / RISK MANAGEMENT
Effective Date	01 Oct 2004
Supersedes TSP(s) / Lesson(s)	W656, Risk Management, Oct 03.
TSP Users	521-SQIM, First Sergeant Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	Users are invited to send comments and suggested improvements on DA Form 2028, *Recommended Changes to Publications and Blank Forms.* Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to: COMDT USASMA ATTN ATSS DCF BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002 Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875 E-mail: atss-dcd@bliss.army.mil
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number	Task Title
154-385-6667	Supervise the Implementation of the Risk Management Process at Company Level

This TSP Contains

TABLE OF CONTENTS

RISK MANAGEMENT
W656 / Version 1
01 Oct 2004

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson

Course Number	Version	Course Title
521-SQIM	1	First Sergeant Course

Task(s) Taught(*) or Supported

Task Number	Task Title
154-385-6667 (*)	Supervise the Implementation of the Risk Management Process at Company Level

Reinforced Task(s)

Task Number	Task Title
154-385-6263	Conduct a Risk Assessment
154-385-6465	Employ Risk Management Process During Mission Planning

Academic Hours

The academic hours required to teach this lesson are as follows:

	Resident Hours/Methods
	1 hr 10 mins / Conference / Discussion
	40 mins / Practical Exercise (Performance)
Test	0 hrs
Test Review	0 hrs
Total Hours:	2 hrs

Test Lesson Number

	Hours	Lesson No.
Testing (to include test review)		N/A

Prerequisite Lesson(s)

Lesson Number	Lesson Title
None	

Clearance Access

Security Level: Unclassified
Requirements: There are no clearance or access requirements for the lesson.

Foreign Disclosure Restrictions

FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

References

Number	Title	Date	Additional Information
FM 100-14	RISK MANAGEMENT	23 Apr 1998	

Student Study Assignments

Before class--

- Study FM 100-14, chapters 1, 2, appendix and glossary.
- Study Case Study 1.
- Skim FM 100-14, chapter 3.

During class--

- Participate in classroom discussion.

After class--

- Review classroom notes and materials.
- Turn in recoverable materials.

Instructor Requirements

1:16, MSG, FSC graduate, ITC, SGITC, and VTT-ITC (VTT only) qualified.

Additional Support Personnel Requirements

Name	Stu Ratio	Qty	Man Hours
One site coordinator at each VTT site to operate the TNET equipment and coordinate classroom instruction. Must be FSC grad, served as 1SG, ITC, and SGITC qualified. (Enlisted)	1:14	2	2 hrs
Video, audio and audio linkage equipment operator (optional) at each remote site. (Enlisted)	1:14	1	2 hrs
Video, audio, and audio linkage equipment operator at principal VTT site. (Enlisted)	1:14	1	2 hrs

Equipment Required for Instruction

Id Name	Stu Ratio	Instr Ratio	Spt	Qty	Exp
702101T134520 DELL CPU, MONITOR, MOUSE, KEYBOARD	1:14	1:1	No	1	No
FSC-1 TNET COMMUNICATIONS EQUIPMENT SUITE (VTT LESSON ONLY)	1:14	1:1	No	1	No
FSC-10 INFOCUS LCD PROJECTOR	1:14	1:1	No	1	No
FSC-11 PROJECTION SCREEN	1:14	1:1	No	1	No
FSC-2 TNET ROOM EQUIPMENT SUITE (VTT LESSON ONLY)	1:14	1:1	No	1	No
FSC-3 TNET AUDIO/VIDEO LINKAGE EQUIPMENT (VTT LESSON ONLY)	1:14	1:1	No	1	No
FSC-4 TV MONITOR 32 INCH	1:14	1:1	No	1	No
FSC-6 WINDOWS OS, MICROSOFT INTERNET EXPLORER, MSOFFICE, FTP SITE SOFTWARE	1:14	1:1	No	1	No
FSC-7 VIEWGRAPH OVERHEAD PROJECTOR	1:14	1:1	No	1	No

FSC-8 WHITE BOARD	1:14	1:1	No	1	No

* Before Id indicates a TADSS

Materials Required

Instructor Materials:

- Viewgraphs (VGT): 6 (VTT, 6).
- TSP.
- FM 100-14 (1 per student).

Student Materials:

- Advance sheet.
- Pen or pencil and writing paper.
- All reference material issued for this lesson.

Classroom, Training Area, and Range Requirements

CLASSROOM INSTRUCTION 900 SF, 16 PN or Classroom Conducive to Small Group Instruction of 16 Students.
CLASSROOM XXI WITH T-NET CAPABILITY (VTT)

Ammunition Requirements

Id	Name	Exp	Stu Ratio	Instr Ratio	Spt Qty

None

Instructional Guidance

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

Before class--

- The facilitator may need to create additional questions to ensure student participation continues throughout the lesson material.
- Read TSP and associated material.
- Issue FM 100-14 to students.
- Issue Case Study (CS) 1 to students.

During class--

- Conduct this lesson using the Small Group Instruction method and use the questions provided to generate discussion among the students as the different sites.
- The DL (VTT) instructor will select an appropriate site prior to asking a student a question.
- Conduct class in accordance with the Training Support Package (TSP).
- Ask students during questioning to share personal experiences about the

subject.

After class--

- Collect recoverable materials.
- Report any lesson discrepancies to the Senior Instructor.

Proponent Lesson Plan Approvals

Name	Rank	Position	Date
Santa Barbara, Robert A.	GS-09	Training Specialist	
Adams, Chris L.	SGM	Chief Instructor, FSC	
Graham, Kevin L.	MSG	Chief, FSC	
Gratton, Steven M.	SGM	Chief, Functional Courses	
Bucher, George V.	GS-11	Chief, CMD	
Lemon, Marion	SGM	Chief, CDD	

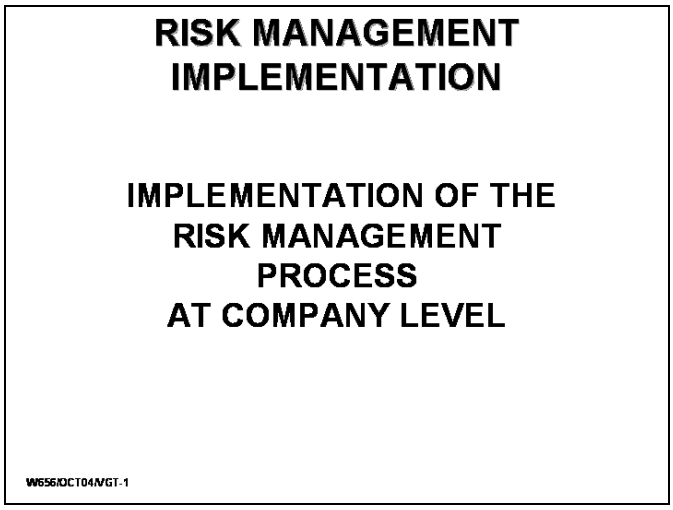
SECTION II. INTRODUCTION

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio is: 1:14
Time of Instruction: 5 mins
Media: VGT-1

Motivator

Army operations - especially combat operations - are demanding and complex. They are inherently dangerous including tough, realistic training. Managing risks related to such operations requires educated judgment and professional competence. The risk management process allows individuals to make informed, conscious decisions to accept risks at acceptable levels. Verifying the implementation of the risk management process in your unit is the key to protecting your soldiers and their equipment.

SHOW VGT-1, RISK MANAGEMENT IMPLEMENTATION



Camera: Main camera on the instructor. Ask each Site coordinator at the Distance Learning sites if they are prepared for training.

The risk management process is a key to the entire soldiering process which aids in protecting your soldiers and their equipment from mission ending accidents.

REMOVE VGT-1

Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective requirements.

At the completion of this lesson, you [the student] will:

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 Level

Low

Environmental Considerations

NOTE: It is the responsibility of all soldiers and DA civilians to protect the environment from damage.

None

Evaluation

At the end of this module, you will receive a 40-question written, objective examination. It will test your learning of the objectives from this and other lessons. To get a Go (70 percent), you must answer 28 or more of the questions correctly.

Instructional Lead-In

Perception of risk varies from person to person depending upon the level of expertise and maturity. What is risky or dangerous to one person may not be to another. Senior leaders must be able to supervise and evaluate the process to ensure use of the risk management system and the use of controls are effective in reducing risks to the soldiers and equipment.

SECTION III. PRESENTATION

NOTE: Inform the students of the Enabling Learning Objective requirements.

A. ENABLING LEARNING OBJECTIVE

ACTION:	Identify elements of a risk assessment.
CONDITIONS:	As a first sergeant in a classroom environment, given FM 100-14.
STANDARDS:	Identified elements of a risk assessment IAW FM 100-14.

1. Learning Step / Activity 1. Identify elements of a risk assessment.

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:14
Time of Instruction: 20 mins
Media: Case Study 1 and VGT-2

NOTE: Refer students to Case Study 1, which they should have read prior to the start of this instruction. Listed below are suggested questions to generate student discussion on Case Study 1. Ensure students cover topics to satisfy ELO A.

QUESTION: Why did the platoon sergeant have to identify the hazards in block F?

ANSWER: Ensure student's answers include something like the following:

- It's Step 1 of the risk management process.
- It's a part of the risk assessment process.
- It's the first step in risk management.

Ref: FM 100-14, pp 2-0 and 2-1

QUESTION: What hazards did the platoon sergeant identify and why do you think he chose those specific hazards?

ANSWER: Discussion should include each of the following:

- Cold Weather.
- Uniform.
- New soldiers.
- Dehydration.
- Limited visibility (darkness).
- Equipment load.
- Blistered feet.
- Range safety.

See case study 1, p. SH-3-4, block F, Risk Management Worksheet.

QUESTION: Based on the case study, what other hazards would you list in block F?

ANSWER: Students may answer some of the following:

- Time.
- Traffic.
- Animals.

QUESTION: How does Mission, Enemy, Terrain and Weather, Troops, and Time Available (METT-T) enter into the risk assessment function?

ANSWER: Students should answer the following:

- METT-T provides a sound framework for identifying hazards for planning, preparing, and executing operations.
- Analyze the **mission**, consider subsequent missions.
- Look for **enemy** capabilities posing a significant hazard.
- Obvious hazards to operations are **terrain and weather.**
- Analyze capability of friendly **troops.**
- Insufficient **time** to plan, prepare, and execute is a hazard.

Ref: FM 100-14, pp 2-3 through 2-7

QUESTION: What is the rule of thumb regarding civilians?

ANSWER: You need to consider hazards to, and safeguarding of civilians in the area of operations.

Ref: FM 100-14, p 2-7, section entitled “Civilians”

QUESTION: Do you think the identified hazards (block F) have the proper assessments assigned (block G) and why?

- Cold Weather – (E) Extremely High.
- Uniform – (M) Moderate.
- New soldiers – (M) Moderate.
- Dehydration – (H) High.
- Limited visibility (darkness) – (E) Extremely High.
- Equipment load – (H) High.
- Blistered feet – (H) High.
- Range safety – (E) Extremely High.

ANSWER: Ensure the students discussion include an understanding of what E (extremely high), H (high), M (moderate) and L (low) means in assessing a hazard.

Ref: FM 100-14, pp 2-12 and 2-13, figure 2-5

SHOW VGT-2, RISK ASSESSMENT (STEPs 1 & 2)

Ref: FM 100-14, pp 2-2 and 2-7

NOTE: Have student(s) summarize the information from the last two steps/points discussed to ensure an understanding of what comprises the elements of a risk assessment.

REMOVE VGT-2

B. ENABLING LEARNING OBJECTIVE

ACTION:	Identify controls for implementation of a risk assessment.
CONDITIONS:	As a first sergeant in a classroom environment, given FM 100-14.
STANDARDS:	Identified controls for implementation of risk assessment IAW FM 100-14.

1. Learning Step / Activity 1. Identify controls for implementation of a risk assessment.

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:14
Time of Instruction: 25 mins
Media: Case Study 1, VGT-3 and VGT-4

QUESTION: What are the basic categories of controls?

ANSWER: The answers should include:

NOTE: Have students give examples of each control.

- Educational.
- Physical.
- Avoidance.

Ref: FM 100-14, p 2-14

QUESTION: What are some examples of controls that you have used in the past?

ANSWER: Allow a few students to provide some examples, then move on.

Ref: FM 100-14, p 2-15

QUESTION: Based on the case study, what controls would you use that are different from the platoon sergeant controls?

ANSWER: Answers should include the following:

- Rehearsals, battle drills, experience, skills, knowledge, etc.

Ref: FM 100-14, p 2-17

QUESTION: Once you develop and accept the controls, what should you do next in the risk assessment process?

ANSWER: Answers should include the following:

- You need to determine the “residual risk” associated with each hazard.

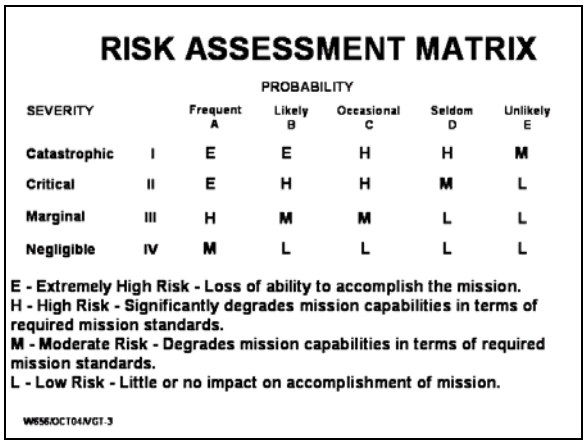
Ref: FM 100-14, p 2-16

QUESTION: What “tool” is available in FM 100-14 to use in conjunction with the commanders' guidance to aid in making the risk decision?

ANSWER: Answers should include the following:

- The Risk Assessment Matrix, p 2-11, fig 2-4 and p 2-16, FM 100-14.

SHOW VGT-3, RISK ASSESSMENT MATRIX



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.

W656/OCT04/VGT-3

Ref: FM 100-14, p 2-11, fig 2-4

REMOVE VGT-3

NOTE: Ensure students understand the two sub-steps prior to moving on.

QUESTION: What are some of the ways you can implement controls?

ANSWER: Should include the following:

- You can implement controls by integrating them into SOPs (tactical, safety, garrison, etc.), written and verbal orders, mission briefings, and staff estimates.

Ref: FM 100-14, p 2-17

SHOW VGT-4, RISK ASSESSMENT (STEPS 3 & 4)

Ref: FM 100-14, p. 2-17

NOTE: Spend a minute or two summarizing the information from the last two steps/points (steps 3 & 4).

REMOVE VGT-4

C. ENABLING LEARNING OBJECTIVE

ACTION:	Identify methods to monitor the controls implemented for a risk assessment.
CONDITIONS:	As a first sergeant, in a classroom, given FM 100-14.
STANDARDS:	Identified methods to monitor the controls implemented for a risk assessment IAW given FM 100-14.

1. Learning Step / Activity 1. Identify methods to monitor the controls implemented for a risk assessment.

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:14
Time of Instruction: 5 mins
Media: Case Study 1, VGT-5 and VGT-6

The last step of the risk management is to verify the effectiveness of the controls, which involves supervising and evaluating.

QUESTION: How do you supervise and evaluate the risk assessment process in your unit?

ANSWER: Should include the following:

- Leaders supervise mission rehearsal and execution to ensure enforcement of standards and controls. During sustained operations a leader should continue planning to ensure controls emplaced at the beginning of the mission apply to changes in the current situation of the operation.

Ref: FM 100-14, p 2-18

NOTE: Based on the case study, ask what should be done once the mission/task of the tactical road march and weapons qualification starts. There is no school solution, just have students relate their ideas and suggestions.

QUESTION: What are some of the essential elements you need to consider during the evaluation process?

ANSWER: Should include the following:

- Upon completion of a mission you should evaluate the risk management process. You also determine how to ensure that the successes continue into the next mission.

Ref: FM 100-14, pp 2-18 and 2-19

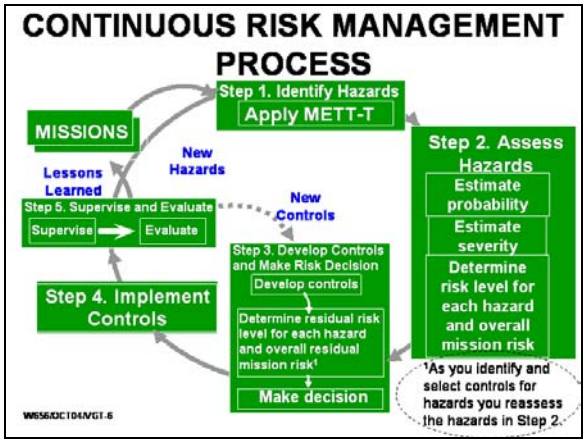
SHOW VGT-5, RISK ASSESSMENT (STEP 5)

Step 5, supervise and evaluate, completes the pieces of the risk management "puzzle."

NOTE: Have student(s) summarize the information from the last step discussed to ensure an understanding of what supervise and evaluate means.

REMOVE VGT-5

SHOW VGT-6, CONTINUOUS RISK MANAGEMENT PROCESS



NOTE: In the event VGT-6 is too small to read on the screen, have the students turn to page 2-20, fig 2-7, FM 100-14 to follow along.

This VGT depicts the entire risk management process, which is continuous and ongoing throughout a mission as well as from mission to mission. It is an integral part of the military decision making process. Its application requires good judgment and intuitive analysis borne of confidence, experience, and situational awareness.

NOTE: Ask the students if they have any questions or comments about the previous one-hour block of instruction on the risk management process. If yes, discuss for a few minutes, if no, conduct brief review of the material covered, using VGT-6, to conclude the class.

Ref: FM 100-14, p 2-20, fig 2-7

REMOVE VGT-6

BREAK: TIME: 00:50 to 01:00

2. Learning Step / Activity 2. Risk Management Practical Exercise (TLO).

Method of Instruction: Practical Exercise (Performance)
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:14
Time of Instruction: 40 mins
Media: PE-1 thru PE-4

NOTE: After class (homework assignment) and one hour on day eight.

NOTE: Separate the class into four (4) teams and provide each team with a different numbered PE to complete. Each team will brief its completed PE at the beginning of twelfth training day for review and a critique to the class. Have the students (one team) conduct a review/critique. Each team will receive a solution to the PE; however, ensure each team understands that there is no real school solution and that the answers submitted may be different than what the solution sheet contains.

SECTION IV. SUMMARY

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio is: 1:14
Time of Instruction: 5 mins
Media: None

Check on Learning

The practical exercises serve as the check on learning for this lesson.

Review / Summarize Lesson

During the last hour we discussed how to determine the objective of managing risk which is not to remove all risk, but to remove unnecessary risk. As a first sergeant you are in the best position to assist the commander and the unit in accomplishing this vital function.

Transition to Next Lesson

None

SECTION V. STUDENT EVALUATION

Testing Requirements

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

At the end of this module, you will receive a 40-question written objective examination. It will test your learning of the objectives from this and other lessons.

To get a go (70 percent), you must answer 28 or more of the questions correctly.

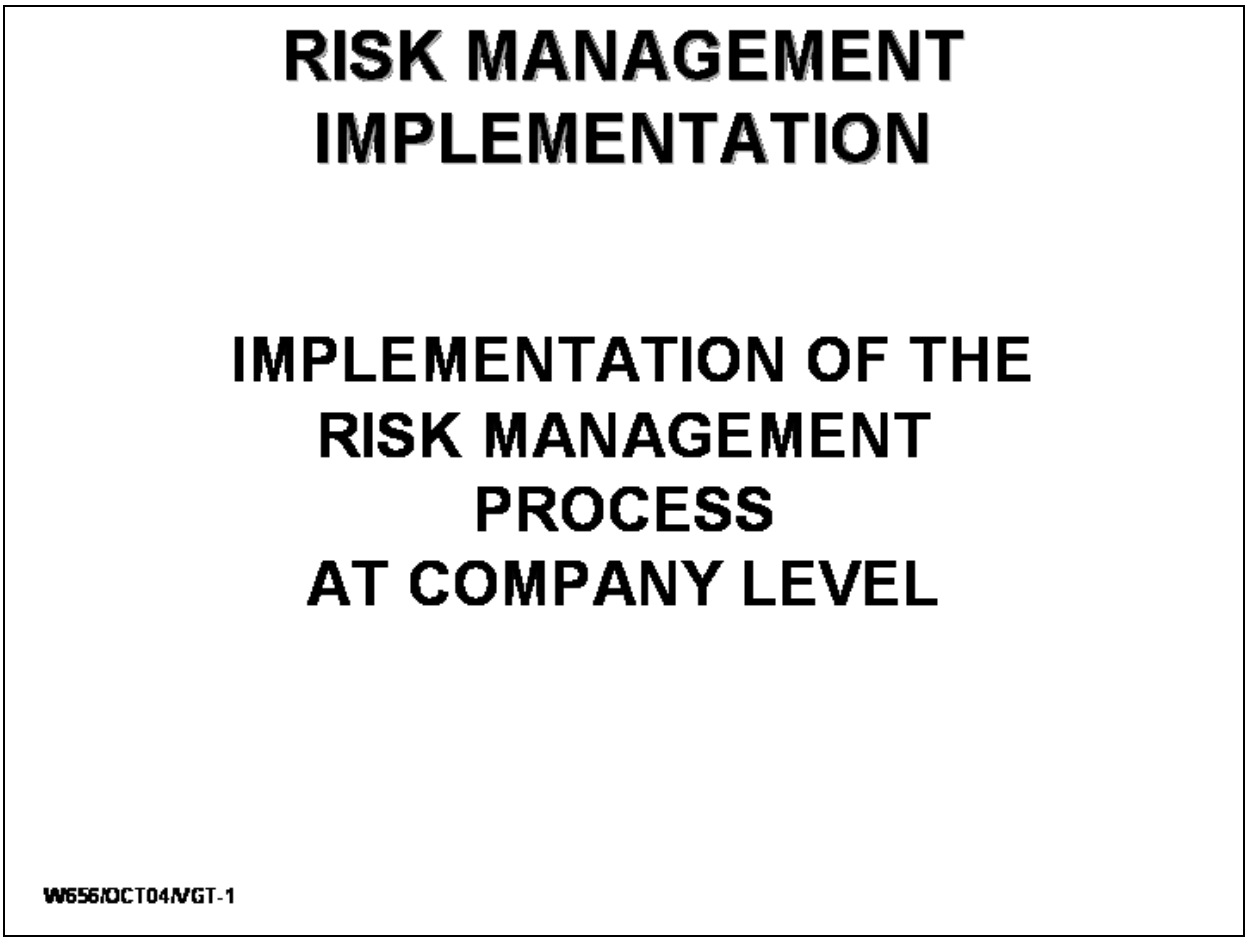
Feedback Requirements

NOTE: Feedback is essential to effective learning. Schedule and provide feedback on the evaluation and any information to help answer students' questions about the test. Provide remedial training as needed.

You will participate in an After Action Review (AAR) immediately following the examination for this particular lesson.

Terminal Learning Objective

VGT-1, RISK MANAGEMENT IMPLEMENTATION (USED W/MOTIVATOR)



Enabling Learning Objective A

VGT-2, RISK ASSESSMENT (STEPs 1 & 2)

Enabling Learning Objective B

VGT-3, RISK ASSESSMENT MATRIX

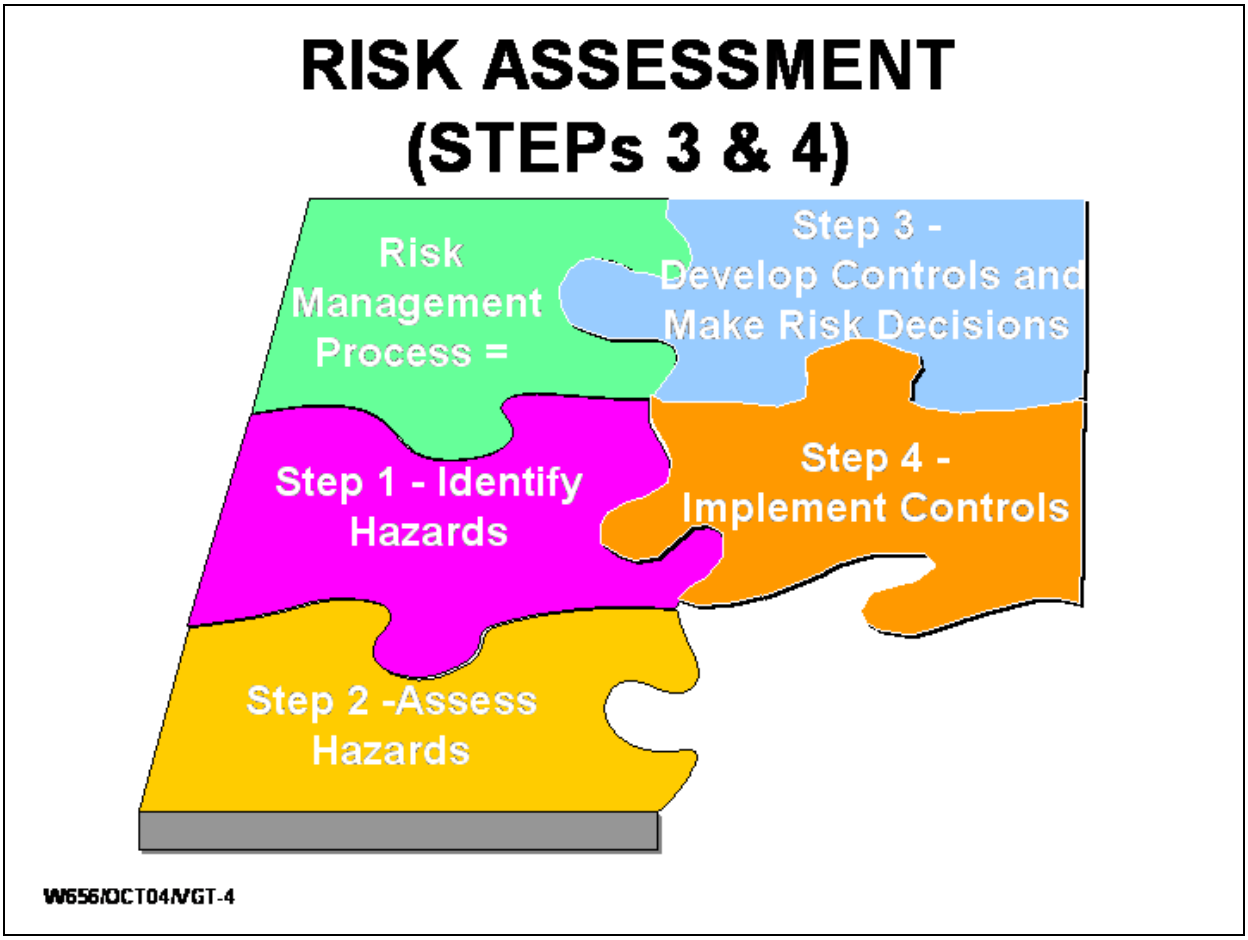
RISK ASSESSMENT MATRIX

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.

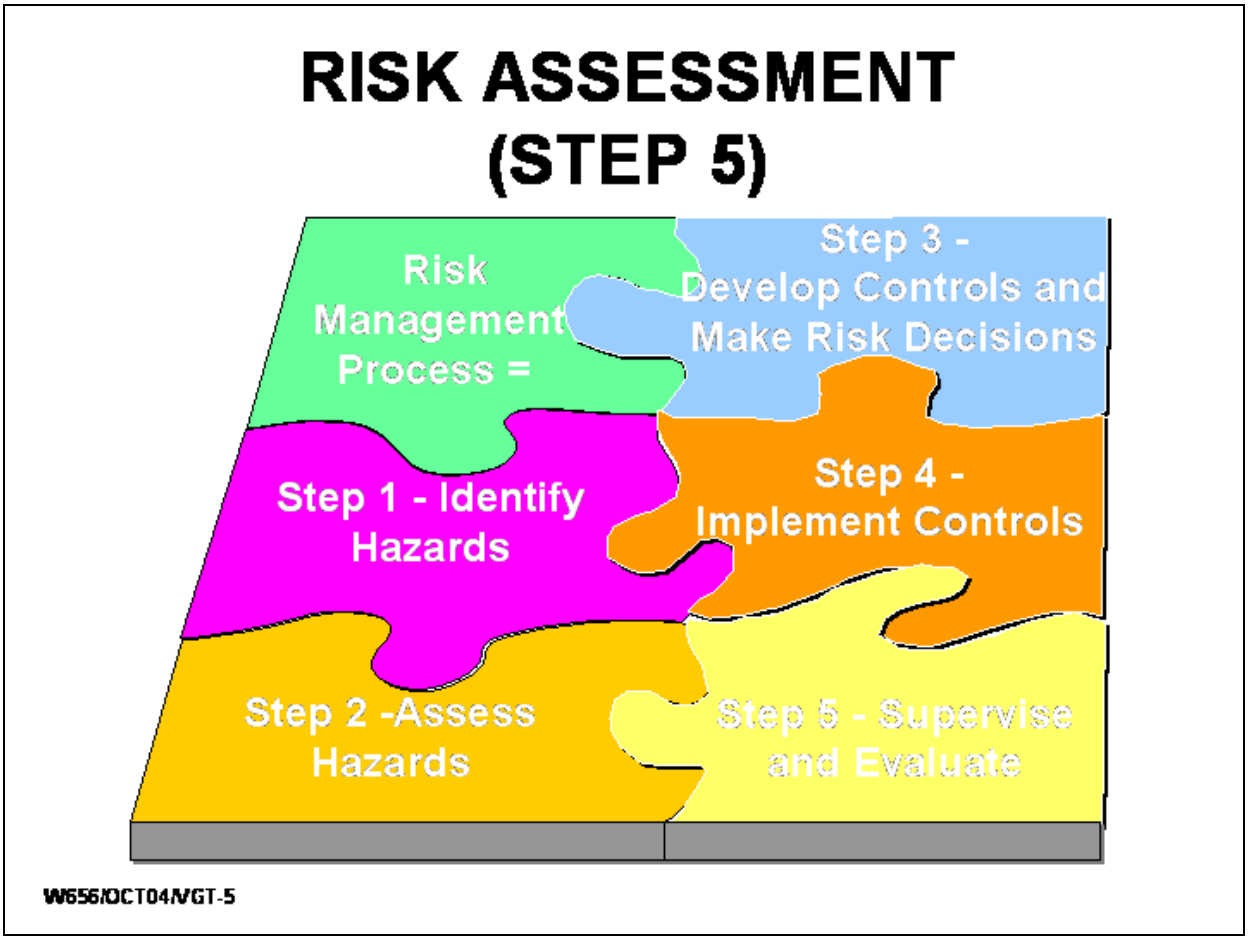
W656/OCT04/VGT-3

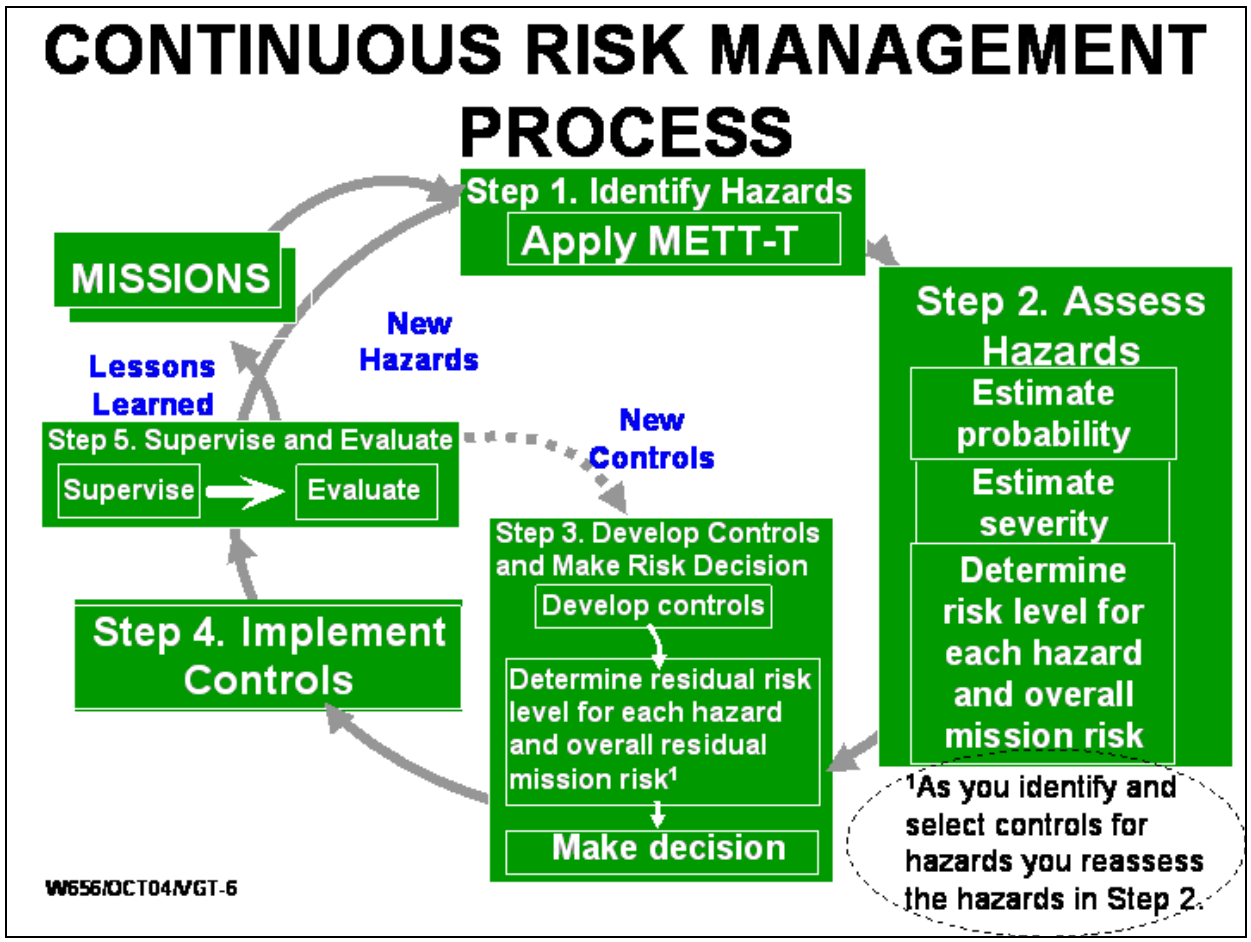
VGT-4, RISK ASSESSMENT (STEPS 3 & 4)



Enabling Learning Objective C

VGT-5, RISK ASSESSMENT (STEP 5)




CONTINUOUS RISK MANAGEMENT PROCESS
Step 1. Identify Hazards
Apply METT-T
MISSIONS
Step 2. Assess Hazards
Estimate probability
Estimate severity
Determine risk level for each hazard and overall mission risk
New Hazards
Lessons Learned
Step 5. Supervise and Evaluate
Supervise
Evaluate
New Controls
Step 3. Develop Controls and Make Risk Decision
Develop controls
Determine residual risk level for each hazard and overall residual mission risk[1]
Make decision
Step 4. Implement Controls
[1]As you identify and select controls for hazards you reassess the hazards in Step 2.
W656/OCT04/VGT-6

Appendix B - Test(s) and Test Solution(s) (N/A)

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

NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.

At the completion of this lesson, you [the student] will:

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

Instructor Materials:

- TSP.

Student Materials:

- 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-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.

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 PE-1-3).																		
	Can you adequately control the hazard?																		
Question:		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	**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: ***Engage/defeat***		**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")
Seize / hold Airfield	*Open terrain* *Cold Weather* *Visibility Limited (Night)* *Soldier experience* *Obstacles* *Fratricide* *Small Enemy Force*	*E* *H* *E* *H* *H* *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-4, 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-3). →

		Open and flat terrain		*Cold and rainy weather*		*Limited (Night) Visibility*		*Soldier Experience*		*Obstacles*		*Fratricide*		*Small Enemy Force*					
Question:	Can you adequately control the hazard?	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	**SUPPORT** – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?	***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.***																	
	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 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

NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.

At the completion of this lesson, you [the student] will:

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

Instructor Materials:

- TSP.

Student Materials:

- 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.

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 PE-1-3).																		
	Can you adequately control the hazard?																		
Question:		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	**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: *Secure Battalion TACCP Site*	**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")
Conduct Tactical Road-march	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.

		Hot Weather (Injuries)		*Equipment Load*		*New Soldiers*		*Wildlife (Snakes)*		*Blistered Feet*		*Uneven Terrain*		*Noise Discipline*		*Enemy Presence*		*Water Intake*	
	LIST EACH HAZARD IN A SEPARATE SPACE TO THE RIGHT (from block F of the Risk Management Worksheet at C-10). →	Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate		Adequate	
Question:	Can you adequately control the hazard?	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?	***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.***																	
	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 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

NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.

At the completion of this lesson, you [the student] will:

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

Instructor Materials:

- TSP.

Student Materials:

- 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-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 Manage-ment 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.

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 C-15).																		
	Can you adequately control the hazard?																		
Question:		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	**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: *Battalion FTX*	**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")
12 mile cross-country foot march	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.

		Hot Weather (Injuries)		*Equipment Load*		*New Soldiers*		*Wildlife (Snakes)*		*Blistered Feet*		*Uneven Terrain*		*Water Intake*					
	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?	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	**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?																		

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 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

NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.

At the completion of this lesson, you [the student] will:

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

Instructor Materials:

- TSP.

Student Materials:

- Pen or pencil and writing paper.
- All reference material issued for this lesson.

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.

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 C-22). Can you adequately control the hazard?																		
Question:		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	**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: ***Battalion APFT***	**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")
Conduct Unit APFT	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). →	*Hot Weather (Injuries)*		*Equipment Load*		*New Soldiers*		*Wildlife (Snakes)*		*Blistered Feet*		*Uneven Terrain*		*Water Intake*					
Question:	Can you adequately control the hazard?		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	**SUPPORT** – Is support available (personnel, equipment, supplies, facilities) adequate to control the hazard?	***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.***																		
	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.

This appendix contains the items listed in this table--

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.

Student Handout 2

Student Notes

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

Slides with student note space.

STUDENT HANDOUT #2

RISK MANAGEMENT IMPLEMENTATION

IMPLEMENTATION OF THE RISK MANAGEMENT PROCESS AT COMPANY LEVEL

W656/OCT04/VGT-1

RISK ASSESSMENT (STEPs 1 & 2)

W656/OCT04/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.

W656/OCT04/VGT-3

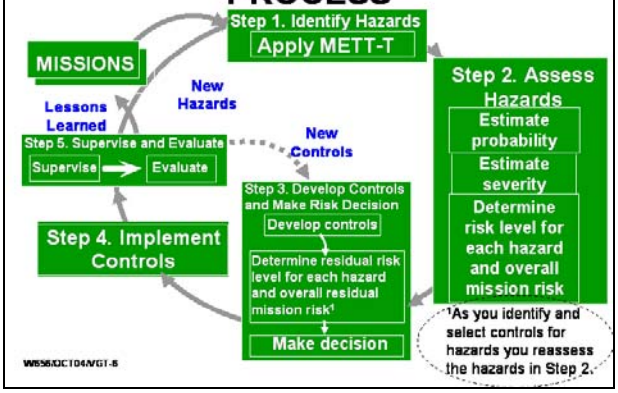
RISK ASSESSMENT (STEPs 3 & 4)

W656/OCT04/VGT-4

RISK ASSESSMENT (STEP 5)

W656/OCT04/VGT-5

CONTINUOUS RISK MANAGEMENT PROCESS



W656/OCT04/VGT-6

Student Handout 3

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

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: **Annual Weapons Qualification**	**B. Date/Time Group:** Begin: *0400ADDMMMYY* End: *1730ADDMMMYY*	**C. Date Prepared:** **DDMMMYY**

D. Prepared By: (Rank, Last Name, Duty Position)
SFC B. Allucanbe, *Platoon Sergeant, 2nd Platoon*

E. Task	**F: Identify Hazards**	**G: Assess Hazards**	**H. Develop Controls**	**I: Determine Residual Risk**	**J: Implement Controls ("How To")**
Annual Weapons Qualifi-cation & Tactical Road March	*Cold Weather*	*E*	*Awareness*	*H*	*TB Med 507*
	Uniform	*M*	*Training*	*L*	*Unit SOP*
	New soldiers	*M*	*Training*	*L*	*Rehearsals*
	Dehydration	*H*	*Awareness*	*M*	*Unit SOP*
	Limited visibility (darkness)	*E*	*Acclimate*	*H*	*Safety SOP*
	Equipment load	*H*	*Training*	*M*	*Unit SOP*
	Blistered feet	*H*	*Awareness*	*M*	*Unit SOP*
	Range safety	*E*	*Briefings*	*H*	*Range SOP*

K. Determine overall mission/task risk level after controls are implemented (circle one):

LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

Student Handout 4

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

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 Mangement Worksheet to complete your Risk Mangement 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?	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
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.

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 Manage-ment 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 Mangement Worksheet to complete your Risk Mangement 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?	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
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 Mangement Worksheet to complete your Risk Mangement 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?	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
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 7

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

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 Mangement Worksheet to complete your Risk Mangement 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?	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	**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.