

Protect the Force through
RISK MANAGEMENT



LEADERS

SAVE

LIVES

PURPOSE



- To familiarize all Army soldiers and civilian employees with Risk Management
- To provide soldiers and civilians the tools to help them apply Risk Management in everything they do.

References

- FM 100-14 Risk Management, April 1998
 - Basic doctrine on Risk Management
 - Applies to all Army activities
- FM 101-5, Staff Organization & Operations, May 1997
- AR 385-10 Army Safety Program, Feb 00

What is Risk Management

- The process of identifying, assessing, and controlling hazards arising from operational factors and making decisions that balance the risk costs with mission benefits.
- It is *not* an excuse to avoid a tough mission

RISK or GAMBLE ?



- Risk -accepted result of an informed decision
- Gamble - uninformed bet or guess on a hopeful outcome

RESPONSIBILITIES



- Leaders, managers, and supervisors at all levels are responsible and *accountable* for managing risks

PITFALLS



- Risk denial syndrome -leaders turn a deaf ear to risks
- Staff member who incorrectly assumes he/she is to make risk decisions at a higher level than delegated or doesn't want to bother the Commander
- Complacency or overconfidence

Commander's Responsibility



- Lead by example-consistent risk management behavior
- Clear guidance
- Provide resources
- Know own limitations
- Encourage effective communication

LEADERS/MANAGERS



- Establish clear policies
- Conduct detailed planning
- Make informed risk decisions
- Set the example
- Assess risk assessment process -own and subordinates

SUPERVISORS



- Analyze functional area and apply risk management in decisions
- Champion the risk assessment process
- Encourage employee involvement
- Supervise, evaluate and assess continuously

INDIVIDUALS



- Know limitations
- Do not overestimate abilities
- Understand and apply risk management
- Do not ignore existing standards
- Execute controls
- Look out for others -anyone/everyone has the authority to call a “time out” if something is viewed unsafe

Risk Management Process



ASSESS
HAZARDS

Develop Controls &
Make Risk Decisions

Identify
Hazards

Implement
Controls

Supervise &
Evaluate

Identify Hazards

- A hazard is an actual or potential condition that could cause:
 - Injury, illness or death of personnel
 - Damage to or loss of equipment/property
 - Mission degradation
- Hazards are found in all operational environments: combat, base support, industrial etc.

Identify Hazards



- Ability of supervisors, leaders and managers to identify hazards is key.
- The aspect of a hazard can change rapidly.
- Things of little risk initially can quickly become major threats.

Identify Hazards -HOW?



- Experience
- Brain Storming
- Experts
- Publications
- Incident Information
- Scenario

Assess Hazards

- This step examines each hazard in terms of probability and severity to determine risks.
- The end result is an estimate of risk from each hazard and an overall risk to the mission.

Assess Hazards -HOW?



- Historical Data
- Analysis
- Judgement
- Tools

HAZARD PROBABILITY



- Frequent -occurs very often
- Likely - occurs several times
- Occasional - occurs sporadically
- Seldom - remotely possible,could occur
- Unlikely - can assume will not occur -but not impossible

HAZARD SEVERITY



- Catastrophic (I)
- Critical (II)
- Marginal (III)
- Negligible (IV)



Risk Assessment Matrix

LEVELS OF RISK



- E = extremely high
- H = High
- M = Moderate
- L = Low

DEVELOP CONTROLS AND MAKE DECISION

- Develop one or more control measures that eliminate the hazard or reduce its risk to an acceptable level.
- Consider the reason for the hazard, not just the hazard itself.

TYPES OF CONTROLS

- Educational Controls - based on knowledge and skills of the individuals -train to standards
- Physical Controls - barriers, signs
- Avoidance- prevent contact with the hazard

Criteria for Controls to be Effective

- Suitability - it must remove or mitigate the residual risk to an acceptable level
- Feasibility - the unit must have the capability to implement the control
- Acceptability - the benefit of the control must justify the cost in resources and time

Criteria for Determining Acceptability

- Support - availability of adequate personnel, equipment and supplies to implement controls
- Standards - guidance and procedures for implementing controls are clear
- Training - knowledge and skills are adequate
- Leadership - competent to implement control

Examples of Controls

- Engineering or designing to eliminate hazards
- Selecting a course of action that avoids identified hazards
- Limiting the number of people exposed and limiting the time exposed
- Selecting personnel with appropriate abilities

Examples of Controls (cont)



- Providing protective clothing, equipment, safety and security devices
- Providing warning signs and signals
- Exercise the procedures - evaluate the exercise -and follow-up on findings

MAKE RISK DECISION



- The Commander is responsible for the risk decision.
- The Commander may delegate the authority to accept certain level of risks.

IMPLEMENT CONTROLS

- Leaders, staff members, division chiefs, and supervisors insure controls are integrated in processes, SOPs, written and verbal orders, plans and before assignment of duties.
- Key to implementing controls includes effective coordination and communication

RESIDUAL RISK

- After controls are implemented reevaluate remaining risks for each hazard.
- Determine overall residual risk based on the incident having the greatest residual risk

(Averaging the levels of risk is invalid)

If one hazard remains as high risk -the overall residual mission risk is high.

Supervise and Evaluate

- During mission preparation and execution, leaders *must* insure their subordinates understand how to execute risk controls.
- Risk Assessment is a continuous process throughout the operation
- Leaders/managers/supervisors- supervise to insure standards and controls are enforced

Evaluate



- Leaders/managers/supervisors must evaluate the effectiveness of the risk management process.
- To determine future successes
- Capture and share lessons learned
- Determine if the risk levels were accurate
- Evaluate each control for effectiveness

QUESTIONS

