



**DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, U.S. ARMY GARRISON ALASKA
1046 MARKS ROAD #6000
FORT WAINWRIGHT, ALASKA 99703-6000**

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AUG 22 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Risk Management and Risk Decision Authority (USAG Alaska Policy #18)

1. References:

- a. Army Regulation (AR) 385-10, The Army Safety Program, 24 February 2017.
- b. Army Techniques Publication (ATP) 5-19, Risk Management, 09 November 2021.
- c. Department of the Army (DA) Pamphlet 385-30, Risk Management, 2 December 2014.

2. Risk Management (RM) and accident prevention are inherent command functions. RM is a continuous process applied across the full spectrum of Army training and operations, individual and collective day-to-day activities, events, and base operations. The RM process must be a routine part of the planning and execution of those functions and operational missions. Directors will use RM as an analytical tool to systematically assess, eliminate or reduce risks associated with any operation or action.

3. The RM process provides recommendations on whether to accept or resolve consequences of hazards associated with a given activity or process. RM planning is required for all operations to include tasks or events where there is a risk of injury or fatality, occupational illness, and property damage to employees or the public. The RM process will start during the planning phase of mission analysis.

4. The RM process consists of five steps: (1) Identify hazards, (2) Assess hazards to determine risk, (3) Develop countermeasures and make risk decisions, (4) Implement controls, and (5) Supervise and evaluate.

a. Step 1: Leaders and Action Officers will identify tasks and subtasks that contain hazards that may be encountered in executing an activity.

b. Step 2: Use the Risk Assessment Matrix in DA Pam 385-30 or ATP 5-19 to determine the impact of each hazard associated with the activity. This is done by estimating the probability of harmful events or occurrences from a hazard and

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estimating the expected severity of events and occurrences. Then determine the level of risk for the estimated probability and severity of a given hazard.

c. Step 3: Countermeasures are developed and risk decisions are made while balancing risk against costs, taking appropriate actions to eliminate unnecessary risk and accepting residual risk at the appropriate level.

d. Step 4: Implement controls while continuously assessing the risk to the overall mission and to those involved in the task. Leaders and Action Officers must ensure controls are integrated, communicated, and understood at all levels.

e. Step 5: Evaluate the effectiveness of controls, provide lessons learned and conduct after actions reviews. Leaders ensure that complacency, deviations from policies and/or standards, and circumventions of control measures are not allowed to threaten success. Supervising and evaluating is a cyclical and continuous process.

5. An important factor in risk acceptance is ownership of the resources necessary to control, eliminate, or correct the hazard in a timely manner. The risk owner can either be within the Mission Commander's chain-of-command or the U.S. Army Garrison Alaska (USAG Alaska) chain-of-command. The guiding principle is to make the risk decision at the lowest appropriate level.

6. As Garrison Commander, I have risk acceptance authority for Low, Medium, and High risk categories. Extremely High Risk acceptance authority is reserved for the Senior Commander or Regional Director. Non-IMCOM organizations must ensure they remain compliant with their MACOM RM policy and report any High or Extremely High risk activity occurring on US Army Garrison Alaska controlled lands, regardless of the Risk Acceptance Authority. Reports of planned High or Extremely High Risk activity will be forwarded to me through the Garrison Safety Office. I reserve the first right of approval/disapproval for major installation-level events regardless of risk level.

7. The Appropriate Risk Acceptance Authority will be delegated as follows:

a. Low Risk Operations: The Director (GS-13/14) responsible for mission execution. Low risk operation may be further delegated in writing to next lower level supervisor (GS-11/12) by the Director responsible for mission execution.

b. Medium Risk Operations: The Director (GS-13/14) responsible for mission execution. Medium risk operations may not be delegated further.

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c. High risk acceptance authority will be retained by the Garrison Commander or the Deputy to the Garrison Commander (GS-15) in the absence of the Garrison Commander.

d. Extremely High risk acceptance authority remains with the Senior Commander (General Officer).

8. The overall safety objective of any operation is to eliminate hazards and reduce associated risks to the lowest level possible. Effective implementation of the RM program is essential to meeting this objective.

9. A signed copy of the Deliberate Risk Assessment Worksheet (DRAW), DD FORM 2977, dated 1 November 2020, will be forwarded for review to the Garrison Safety Office NLT 30 days prior to scheduled events.


10. This policy supersedes USAG Fort Wainwright Policy #18, Subject: Commander's Risk Management and Risk Decision Authority, dated 27 May 2022.

11. Point of contact is the Garrison Safety Office, (907) 353-7087.

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1. DD Form 2977

2. Risk Assessment Matrix


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COL, LG
Commanding

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Instructions for Completing DD Form 2977, "Deliberate Risk Assessment Worksheet"

1. Mission/Task Description and Execution

Date(s): Briefly describe the overall Mission or Task and execution date(s) for which the deliberate risk assessment is being conducted.

2. Date Prepared: Enter date form was prepared.

3. Prepared By: Information provided by the individual conducting the deliberate risk assessment for the operation or training.

Legend: **UIC** = Unit Identification Code; **CIN** = Course ID Number; **OPORD** = operation order; **DSN** = defense switched network; **COMM** = commercial

4. Subtask/SubStep of Mission/Task: Briefly describe all subtasks or substeps that warrant risk management.

5. Hazard: Specify hazards related to the subtask in block 4.

6. Initial Risk Level: Determine initial risk level. Using the risk assessment matrix (preceding block 13), determine level of risk for each hazard specified. Use probability and severity to determine risk level; enter risk level into column.

7. Control: Enter risk mitigation resources/controls identified to abate or reduce risk relevant to the hazard identified in block 5.

8. How to Implement / Who Will Implement: Briefly describe the means of employment for each control (i.e., OPORD, briefing, rehearsal) and the name of the individual, unit or office that has primary responsibility for control implementation.

9. Residual Risk Level: After controls are implemented, determine resulting probability, severity, and residual risk level.

10. Overall Risk After Controls are Implemented: Assign an overall residual risk level. This is equal to or greater than the highest residual risk level (from block 9).

11. Supervision Plan and Recommended Course of Action: Completed by preparer. Identify specific tasks and levels of responsibility for supervisory personnel and provide the decision authority with a recommend course of action for approval or disapproval based upon the overall risk assessment.

12. Approval/Disapproval of Mission/Task: Risk approval authority approves or disapproves the mission or task based on the overall risk assessment, including controls, residual risk level, and supervision plan.

13. Risk Assessment Review: Should be conducted on a regular basis. Reviewers should have sufficient oversight of the mission or activity and controls to provide valid input on changes or adjustments needed. If the residual risk rises above the level already approved, operations should cease until the appropriate approval authority is contacted and approves continued operations.

14. Feedback and Lessons Learned: Provide specific input on the effectiveness of risk controls and their contribution to mission success or failure. Include recommendations for new or revised controls, practicable solutions, or alternate actions. Submit and brief valid lessons learned as necessary to persons affected.

15. Additional Comments or Remarks: Preparer or approval authority provides any additional comments, remarks, or information to support the integration of risk management.

Additional Guidance: Blocks 4-9 may be reproduced as necessary for processing of all subtasks/substeps of the mission/task. The addition and subtraction buttons are designed to enable users to accomplish this task.

RISK ASSESSMENT MATRIX		Probability (expected frequency)				
		Frequent: Continuous, regular, or inevitable occurrences	Likely: Several or numerous occurrences	Occasional: Sporadic or intermittent occurrences	Seldom: infrequent occurrences	Unlikely: Possible occurrences but improbable
Severity (expected consequence)		A	B	C	D	E
Catastrophic: Death, unacceptable loss or damage, mission failure, or unit readiness eliminated	I	EH	EH	H	H	M
Critical: Severe injury, illness, loss, or damage; significantly degraded unit readiness or mission capability	II	EH	H	H	M	L
Moderate: Minor injury, illness, loss, or damage; degraded unit readiness or mission capability	II	H	M	M	L	L
Negligible: Minimal injury, loss, or damage; little or no impact to unit readiness or mission capability	IV	M	L	L	L	L
Legend: EH – Extremely High Risk H – High Risk M – Medium Risk L – Low Risk						