

Risk Management

— a three-tier approach

By Dr. Charles Notar

From FY75 to FY 87, a soldier has been killed every 16 hours. There's been an accident every 36 minutes. Each of these accidents cost \$18,177 per hour. There's an injury every 54 minutes. And this all happens during training! The figures seem high. They are high. But they're accurate. It's obvious that in the down-sized Army we will need to pay more attention to sustaining the force. As you can tell, we in the Chemical Corps must be on our toes every minute that training is taking place. Why? Safety! Safety! Safety!

The Army is placing added emphasis on safety. It is being formalized in "risk management"—the process of making high-risk operations safer by eliminating or reducing risks while retaining overall mission benefit. Risk management is the management process of integrating safety into all TRADOC training products. You are the integrators. In the past, paragraph six of an operations order was all you needed for safety requirements. Now you still need paragraph six, but you need to integrate safety throughout the operations order. If you do not understand the process or implement it incorrectly, you will not sustain the force. You will be wasting the dollars, manhours, and equipment that was enumerated in the first paragraph.

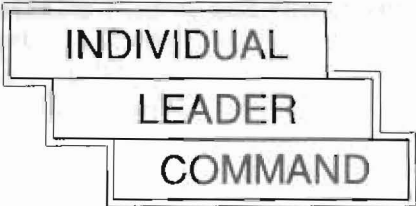
This waste takes place when the safety of a soldier is in jeopardy, or the destruction of equipment may take

place needlessly. An example is the very simple aspect of not checking footwear and water when going on a road march. Risk management is an Army-wide program. The US Army Chemical School is integrating risk management into all its training products.

All training has inherent risks. The risk management assessment is to ensure that everyone finds the risks, attempts to eliminate the risks, and accepts those "risks" that are worth the training benefit. The risk management assessment is the formalization of a process each of us has been doing to a greater or lesser extent—making training management decisions.

What is risk management? Risk management is the process of detecting, assessing, controlling, and selectively accepting each risk involved in the accomplishment of the mission.

Ask yourself the question: How much risk is there in walking up a set of stairs? The Army has looked at the inherent risk of walking up stairs and the risk has been assessed. To control the risk, stairs are covered so they don't get wet; there are handrails; the stairs have treads at the front portion for traction; and last but not least, they are a standard size to ensure that balance will be maintained if the normal step of an individual is used to mount them. The Army could have also reduced the risk by replacing the steps with a ramp.



INDIVIDUAL
LEADER
COMMAND

However, the cost and space were not necessary due to the potential risk being reduced.

The Army looks at safety as being something that has not been managed. What does this mean to you as a soldier, NCO, or officer? Safety equals judgment, management equals decisions. Traditionally, management is someone with experience, concern, and time. The risk management is a process that provides a formal systematized procedure to ensure safety is managed. The starting premise of risk management is that an unsafe act is a problem in the management system. The major reason for failure in management is human error. Human error can be in standards, training, leader or individual failure. If the risk comes about from human error, then safety can be managed, and if it's not, an accident will definitely happen!

The Army's risk management approach involves everyone in safety. This is where each of you come into play. You are the integrators. You are

the individuals who will apply and institute risk management in NBC training and training products for the force. The Army has established a three-tier approach to risk management. The foundation tier is command level. This level is responsible for a plan for safety, setting standards, training consistent with abilities of those being trained, providing resources, and making risk acceptance decisions.

The leader level is next, and this is where each of you come into play. The leader level places emphasis on adherence to standards, assesses and balances risks, and is the implementor of the safety controls to eliminate or control risks.

You are again involved in risk management during the individual level. This is where you as the individual soldier must understand your safety responsibilities, recognize unsafe conditions and acts, and perform to standards. But because of your unique position of being a Chemical Corps soldier, you must teach individual soldiers (other than chemical) their responsibilities.

We have been talking about a program, a process, and it is now time to get down to what is actually your role and how you will fulfill that role. The easiest way to do that is to explain the five-step process of risk management and provide you with a tool for you to accomplish risk management:

- Step 1, Identify potential risks. What are the inherent dangers of doing a particular task?
- Step 2, Assess the risk. Assess basically the probability of the risk occurring and the severity of the consequences if the risk is taken.
- Step 3, Make a decision to take or not take the risk and how to manage the risk.
- Step 4, Implement controls. This is to ensure that the items that are to decrease the risk or eliminate it are in place, are correct, and (where necessary) training has occurred.
- Step 5, Supervise. The boiling pot

that is not supervised boils over. If you do not supervise to ensure that the controls implemented are actually being used and used correctly, several things will happen—all are bad!

As you can see, the five-step process is nothing new. We do it on a regular basis. Example: On an FTX we have to ford a creek. We normally cross at point Y. However, it has rained for the past 12 days, and the creek is swollen out of its banks. Would we ford the creek at point Y? I believe we would determine that the potential risk for an accident to happen is high if we ford at point Y. That brings us to the categories of risk the Army has established.

There are three levels of risk—the first being "low" risk—operations where normal caution, supervision, and safety procedures should ensure a successful and safe mission. The second risk level is "medium" or "caution." There is probable occurrence of minor, non-life-threatening personnel injuries and equipment damage. These operations have a remote possibility that severe injury or death of personnel will occur. These operations need complete unit involvement. In "high" risk it's probable that severe personnel injuries, death, and major equipment damage will occur. There is a remote chance that mass casualties or death of personnel, plus complete destruction of equipment will occur.

The tool is a risk management worksheet. The rating scale for the worksheet is based on five points, with five representing the highest risk and one the lowest. When in doubt of assigning a number, worse-case the item. The risk management worksheet is your tool to determine the level of risk in the training you plan. Let's look at its construction and the items you will be working with:

At the top of the worksheet it asks for risk level. After you have completed the worksheet and determined the risk level, you circle the determination here for the class.

Training session/exercise title is taken directly from the training management plan.

Type of mission should be as specific as possible. The task statement and action verb of the objective should assist you in determine the type of mission.

Section I, Size of Element. The size of the element deals directly with span and control. The larger the unit the more difficult it is to supervise.

Section II: Type of Weapons/Weapon Systems. Here we are looking at the lethality of the weapon, maintenance/age of weapon, and types of rounds being used (training versus live).

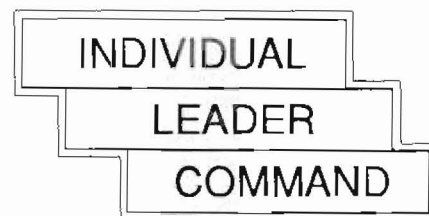
Section III: Equipment. The same as weapons maintenance/age. Sections II and III essentially are reviewing the age, maintenance, and use of weapons and equipment. In these two sections, as in all sections, worse-case your rating if there is a mix of age, maintenance, weather, and so forth.

Section IV: Planning and Preparation. Of particular importance is that you look at who did the planning and preparation and how much supervision was provided in the planning and preparation.

Section V: Weather. Worst case. Use the GTA 8-5-50 for weather.

Section VI: Soldier endurance. While the Army does not take into consideration that a BNCOC, ANCO, or OA student must become acclimated, you, as the instructor, should look at the sequence of the class you are teaching and take that into consideration.

Section VII: Unique risks. This is where you take into consideration those items of equipment, materiel,



ready been reviewed in the first six sections. Detail these risks. Example: When you are on an FTX, weather is a unique risk if you have high or low temperature, lightning, or accumulations of rain or snow.

Section VIII: Computations. You bring all the subtotals of the sections into the subtotals section and add to get the overall total. You compare that total to the risk matrix and you get the risk level. You write that level in the blank provided.

Signature of Preparer: This refers to the individual who did the risk as-

essment worksheet, and it certifies that the risk assessment has been completed. The signature of approving authority is certifying that the risk assessment is correct and the risk level is accurate. When the approving authority signs the worksheet, the front page risk level should be circled. DA guidance is that the approving authority be at the lowest level and have the authority to stop and modify the training that the worksheet is assessing.

Let's do safety for safety's sake.
The attitude about safety must change.

You are the change makers! You as the risk managers will improve training and ensure safety is incorporated. This article has given you a look at the concept of risk management, the requirements of the program, and a tool for implementing risk management. If you remember nothing else, remember that risk management is the process for accident prevention, and you are the person responsible for that process.

See page 16 for another article on safety. —Editor