

Change No.1

**C1, FM 100-14**

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
Washington, DC, 8 August 2005

### **Risk Management**

This change prescribes the use of DA Form 7566 (*Composite Risk Management Worksheet*).

FM 100-14, April 1998 is changed as follows:

1. File the transmittal sheet in front of the publication for reference purposes.
2. Insert the new pages as indicated below:

#### **Remove old pages**

#### **Insert new pages**

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Appendix-1 through Glossary-0  
Glossary-3 through References-0

A-1 through Glossary-0  
Glossary-3 through References-0

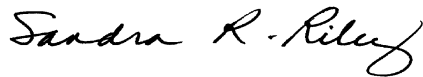
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## Appendix

# Examples of Risk Management application

The examples in this appendix are designed to help those charged with managing risk.

Instructions for completing DA Form 7566 (*Composite Risk Management Worksheet*) instructions are in Table A-1.

<b>Table A-1. Worksheet instructions</b>	
<b>Item</b>	<b>Instruction</b>
1 through 4	Self explanatory.
5	Subtask relating to the mission or task in Block1.
6	Hazards – Identify hazards by reviewing METT-T factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.
7	Initial Risk Level– Includes historical lessons learned, intuitive analyses, experience, judgment, equipment characteristics and warnings, and environmental considerations. Determine initial risk for each hazard by applying risk assessment matrix (Figure 2-4). Enter the risk level for each hazard.
8	Controls – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity) of a hazardous incident. Specify who, what, where, why, when, and how for each control. Enter controls.
9	Residual Risk Level– Determine the residual risk for each hazard by applying the risk assessment matrix (Figure 2-4). Enter the residual risk level for each hazard.
10	How to Implement – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs, rehearsals). Enter controls.
11	How to Supervise (Who) – This last step is not on the worksheet. Plan how each control will be monitored for implementation (continuous supervision, spot-checks) and reassess hazards as the situation changes. Determine if the controls worked and if they can be improved. Pass on lessons learned.
12	Was Control Effective – Indicate “Yes” or “No.”

<b>Table A-1. Worksheet instructions</b>	
<b><i>Item</i></b>	<b><i>Instruction</i></b>
13	Overall Risk Level – Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.

The worksheet (Figure A-2) provides a starting point to logically track the process of hazards and risks. It can be used to document risk management steps taken during planning, preparation, and execution of training and combat missions and tasks.

**COMPOSITE RISK MANAGEMENT WORKSHEET**  
 For use of this form, see FM 100-14; the proponent agency is TRADOC.

1. MS/TASK		2a. DTG BEGIN		2b. DTG END		3. DATE PREPARED (YYYYMMDD)	
4. PREPARED BY							
a. LAST NAME							
c. POSITION							
b. RANK		8. CONTROLS		9. RESIDUAL RISK LEVEL		10. HOW TO IMPLEMENT	
7. INITIAL RISK LEVEL		6. HAZARDS		11. HOW TO SUPERVISE (WHO)		12. WAS CONTROL EFFECTIVE?	
5. SUBTASK							
Additional space for entries in Items 5 through 11 is provided on Page 2.							
13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)							
<input type="checkbox"/> LOW <input type="checkbox"/> MODERATE <input type="checkbox"/> HIGH <input type="checkbox"/> EXTREMELY HIGH							

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Figure A-1. Sample Risk Management Worksheet (page 1)





Examples provided in Figures A-3 through A-6 should help individuals manage risk at the tactical level.

COMPOSITE RISK MANAGEMENT WORKSHEET											
For use of this form, see FM 100-14; the proponent agency is TRADOC.											
1. MSNTASK Prepare defensive position		2a. DTG BEGIN Begin: 010035R May XX		2b. DTG END End: 010600R May XX		3. DATE PREPARED (YYYYMMDD) 20050401					
4. PREPARED BY a. LAST NAME Jones											
b. RANK LT											
c. POSITION Plt Ldr											
5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?				
Construct nonstandard antivehicular wire obstacles	Back injuries and wire cuts during material offload	M	Use proper lift and carry methods and wear concertina wire gloves and safety goggles	L	Unit TACCSOP ARTEP 5-145 Drill (p 2-44) ARTEP 5-335-11-MTP	Squad Leader	Y				
	Blunt trauma and wire cuts in pounding of U-shaped pickets	M	Wear helmet and increase situational awareness	L	Unit TACCSOP ARTEP 5-145 Drill (p 2-44) ARTEP 5-335-11-MTP	Squad Leader	Y				
	Cuts when unrolling concertina	M	Wear concertina wire gloves and maintain situational awareness	L	Unit TACCSOP ARTEP 5-145 Drill (p 2-44) ARTEP 5-335-11-MTP	Squad Leader	Y				
	Cuts when installing concertina wire	M	Wear concertina wire gloves and maintain situational awareness	L	Unit TACCSOP ARTEP 5-145 Drill (p 2-44) ARTEP 5-335-11-MTP	Squad Leader	Y				
	Cuts when installing barbed wire	M	Wear concertina wire gloves and maintain situational awareness	L	Unit TACCSOP ARTEP 5-145 Drill (p 2-44) ARTEP 5-335-11-MTP	Squad Leader	Y				
	Cuts from walking into wire during hours of darkness	M	Use engineer tape or other devices to mark wire enabling it to be seen from a distance	L	Unit TACCSOP ARTEP 5-145 Drill (p 2-44) ARTEP 5-335-11-MTP	Squad Leader	Y				
13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)											
<input checked="" type="checkbox"/> LOW <input type="checkbox"/> MODERATE <input type="checkbox"/> HIGH <input type="checkbox"/> EXTREMELY HIGH											
Additional space for entries in Items 5 through 11 is provided on Page 2.											

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Figure A-3. Sample Completed Risk Management Worksheet for Squad/Platoon



## Risk Management

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The following example shows risk management integrated into an MTP task. The example portrays a possible method for integrating the risk management process and products into MTPs. The text in bold italics indicates suggested areas in which to integrate risk management.



COMPOSITE RISK MANAGEMENT WORKSHEET											
For use of this form, see FM 100-14; the proponent agency is TRADOC.											
1. MSNTASK Conduct a deliberate attack			2a. DTG BEGIN 010035R May XX			2b. DTG END 01600R May XX			3. DATE PREPARED (YYYYMMDD) 20050401		
4. PREPARED BY a. LAST NAME Wallace											
b. RANK CPT											
c. POSITION Company Commander											
5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?				
Conduct obstacle breaching operations	Obstacles	H	Develop and use obstacle reduction plan	L	Unit TACSOP, OPORD, training handbook	Commander Platoon Leader/Sergeant	Y				
	Inexperienced Soldiers	H	Additional instructions and increased supervision	M	Modified training schedule, additional instructions	Commander	Y				
	Operating under limited visibility	M	Use NVDs; use IR markers on vehicles	L	Unit TACSOP, OPORD	Platoon Sergeant	Y				
	Steep Cliffs	H	Rehearse use of climbing ropes	M	FM 90-6, Mountain Operations TC 90-6-1, Mountaineering	Platoon Leader/Sergeant	Y				
	Insufficient planning time	H	Plan and prepare concurrently	M	OPORD, troop-leading procedures	Platoon Leader/Sergeant	Y				
	Water	H	Drown-Proof Training, pairing weak and strong swimmers in buddy teams	M	Troop-leading procedures	Platoon Leader/Sergeant	Y				
13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)											
<input type="checkbox"/> LOW <input checked="" type="checkbox"/> MODERATE <input type="checkbox"/> HIGH <input type="checkbox"/> EXTREMELY HIGH											
Additional space for entries in items 5 through 11 is provided on Page 2.											

Figure A-4. Sample Completed Risk Management Worksheet for Company/Team

Risk Management

COMPOSITE RISK MANAGEMENT WORKSHEET											
For use of this form, see FM100-14; the proponent agency is TRADOC.											
1. MSN/TASK Redeploy Unit to Home Station			2a. DTG BEGIN 010035R May XX			2b. DTG END 010600R May XX			3. DATE PREPARED (YYYYMMDD) 19290401		
4. PREPARED BY a. LAST NAME Woolsey				b. RANK MAJ		c. POSITION S-3					
5. SUB/TASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?				
Conduct Convoy Operations/Movement from Major Training Area to Home Station	Fatigue leading to poor judgment/accident-causing errors	M	1. Ensure all drivers receive adequate rest the night before movement. 2. Brief planned rest stops and actions to take if driver becomes too tired/fill or has doubts about alertness. 3. Have NCOs check physical alertness of drivers prior to movement.	L	Apply Guidance contained in Unit SOP, OPORD on Tactical Road March, STP 21-24	Company Commander	Y				
	Fast-Moving traffic mix of cars and large trucks with trailers interfere with convoy intervals	M	1. Use extreme caution when passing. 2. Continue to scan (be aware of traffic) 3. Brief all drivers and vehicle commanders on lane-change procedures	L	Local laws and unit SOP	Company Commander	Y				
	Accidents and breakdowns blocking road	M	1. Brief drivers on actions to take. a. Pull as far off the road as possible b. Dismount on passenger side c. Position triangle sign 100 M behind vehicle d. Stay as far away from vehicle and traffic as possible.	L	Unit SOP, OPORD on Tactical Road March	Company Commander	Y				

Additional space for entries in Items 5 through 11 is provided on Page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)

LOW     
  MODERATE     
  HIGH     
  EXTREMELY HIGH

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Figure A-5. Sample Completed Risk Management Worksheet for Battalion/Task Force



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COMPOSITE RISK MANAGEMENT WORKSHEET												
For use of this form, see FM100-14, the proponent agency is TRADOC.												
1. MS/TASK Peace Enforcement			2a. DTG BEGIN 010600R May 05			2b. DTG END 31070600R Jul 05			3. DATE PREPARED (YYYYMMDD) 20050415			
4. PREPARED BY a. LAST NAME Smith		b. RANK CPT		c. POSITION Commander, B-1-45 Inf BN		9 RESIDUAL RISK LEVEL		10. HOW TO IMPLEMENT		11. HOW TO SUPERVISE (WHO)		12. WAS CONTROL EFFECTIVE?
5. SUBTASK	6. HAZARDS	7 INITIAL RISK LEVEL	8. CONTROLS			9 RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT		11. HOW TO SUPERVISE (WHO)		12. WAS CONTROL EFFECTIVE?	
Occupy area of operations	Assault on facilities	M	Identify and isolate combatants, terrorist supporters. Harden potential terrorist targets.			L	Coordinate with local law enforcement. Improve availability IAW FM 3-105.		XO to spot check & inspect.			
	Ambush	M	Kevlar helmets and flak jackets required outside cantonment area. Minimum of 4 vehicles for movements. Two qualified drivers per vehicle.			L	Rehearsals. Immediate action drills.		Platoon Sergeants to supervise.			
	Mines	H	Countermine plan. Mine awareness & predeployment training.			M	Follow FM 20-32 doctrine. Lessons learned.		Platoon Leaders to monitor and supervise.			
	Fratricide	M	Positive ID of friend or foe. Anti-fratricide training. Augment LNOs to unit.			L	Lessons learned. ROE. Weapons training. AOR orientation.		XO to monitor and supervise.			
	Cold weather injuries (seasonal risk)	M	Cold weather clothing and equipment. Soldier/leader awareness training.			L	Severe weather alert & action plan. Follow TB Med 307 guidance.		Platoon Sergeants to supervise.			
	Hot weather injuries	M	Hot weather clothing and equipment. Soldier/leader awareness training.			L	Severe weather alert & action plan. Follow TB Med 307 guidance.		Platoon Sergeants to supervise.			

Additional space for entries in Items 5 through 11 is provided on Page 2.

13. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED (Check one)

LOW   
 MODERATE   
 HIGH   
 EXTREMELY HIGH

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Figure A-6. Sample Completed Risk Management Worksheet for Division/Corps/EAC Task Force



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<p><b>TASK:</b> C<sup>2</sup> THE BATTALION (7-1-1901) (FM 7-20)</p> <p><b>ITERATION:</b> 1 2 3 4 5 (circle)</p> <p><b>TRAINING STATUS:</b> T P U (circle)</p> <p><b>CONDITION:</b> The brigade issues an OPORD or FRAGO</p> <p><b>TASK STANDARD:</b></p> <p style="text-align: center;">+Critical task <span style="margin-left: 200px;">*Leader task</span></p>	
<ul style="list-style-type: none"> <li>a. The battalion plan accomplishes the directed mission and specified tasks according to the brigade commander's concept and intent. The plan is received and understood by the leadership of the battalion, who makes the plan successful. It is coordinated with higher, adjacent, and supporting elements.</li> <li>b. The plan is as fully prepared as time allows to initiate the mission at the directed time.</li> <li>c. The battalion controls and synchronizes subordinate and supporting elements so that it accomplishes the mission and preserves the force. <b>Include commander's risk guidance.</b></li> <li>d. The battalion keeps higher, adjacent, subordinate, supporting, and supported headquarters informed of essential information key to controlling the battle or making required decisions.</li> </ul>	

<b>SUBTASKS AND STANDARDS:</b>	<b>GO</b>	<b>NO-GO</b>
<p>+1. Battalion leaders issue the warning order.</p> <ul style="list-style-type: none"> <li>a. A complete warning order is issued within 15 minutes of receipt of the brigade order.</li> <li>b. Warning order is received by all platoons within 45 minutes of issuance of battalion warning order.</li> </ul>		
<p>*2. Battalion commander analyzes mission and gives initial guidance.</p> <ul style="list-style-type: none"> <li>a. Guidance includes restated mission, which includes brigade commander's intent for battalion and identifies all specified and implied tasks.</li> <li>b. Guidance is given within 30 minutes of receipt of order.</li> <li>c. Guidance includes instructions on information requirements and initially required preparation actions (movement, resupply) to start. <b>Guidance includes chain of command authorized to accept risk (extremely high, high, moderate, and low) affecting higher command's intent, resources, or adjacent units' missions.</b></li> </ul>		

<b>SUBTASKS AND STANDARDS:</b>	<b>GO</b>	<b>NO-GO</b>
<p>+3. Battalion accomplishes reconnaissance and other actions to gather needed information.</p> <ul style="list-style-type: none"> <li>a. Reconnaissance actions begin to physically gain information on the enemy and terrain as early as possible.</li> <li>b. Commander conducts a personal reconnaissance, when possible. If not, the commander conducts a detailed map reconnaissance.</li> <li>c. Subordinate leaders perform a personal reconnaissance when possible. See subordinate company (ARTEP 7-10-MTP) and platoon (ARTEP 7-8-MTP) T&amp;EOs.</li> <li>d. Staff coordinates with subordinate, higher, supporting, and adjacent headquarters to gather information for planning. <b>Staff analyzes mission to identify hazards.</b></li> <li>e. Staff provides operations, intelligence, and CSS estimates to include all critical METT-T factors and <b>risk assessment considerations (identified hazards/risks).</b></li> </ul>		
<p>+4. Battalion commander develops and wargames courses of action and selects one.</p> <ul style="list-style-type: none"> <li>a. Tactically feasible courses of action (include CS and maneuver) are made and wargamed with the available staff (commander, S3, and FSO are best for quick planning sequences; XO, S2, engineer, S4, S3 (safety), and ADA officer are best in more deliberate situations). <b>Each course of action contains assessment of hazards, risk level, and control measures identified to lower or control the risk.</b></li> <li>b. Best COA is selected.</li> <li>c. COA is wargamed and refined by the command and staff. The staff must understand the concept to produce a sound OPORD and rehearse. <b>The staff continually assesses the situation to identify new hazards, assess the risk from each hazard, develop acceptable control measures, and reassess for residual risk to the mission. COA should pose minimum risk to soldiers, equipment, and mission accomplishment. Risk acceptance decisions for the COA are made at the appropriate level in the chain of command.</b></li> </ul>		
<p>*5. Staff develops an OPLAN and OPORD from the commander's guidance. OPLAN and OPORD successfully accomplish the mission according to higher commander's intent. <b>Hazards and risk control measures are included in the appropriate paragraphs and graphics.</b></p>		

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<b>SUBTASKS AND STANDARDS:</b>	<b>GO</b>	<b>NO-GO</b>
*6. Battalion commander and staff issue implementing FRAGOs (accident risk controls).		
<p>*7. Battalion commander issues the OPORD/FRAGO.</p> <ol style="list-style-type: none"> <li>a. OPORD/FRAGO is issued IAW the one-third, two-thirds rule and makes full use of daylight time.</li> <li>b. OPORD/FRAGO accomplishes all directed missions and tasks, complies with the brigade commander's intent, controls risks, and is doctrinally sound. It is based on evaluator judgment and on comparison of brigade and battalion OPORDs.</li> <li>c. All subordinate and supporting elements receive the OPORD/FRAGO.</li> <li>d. OPORD/FRAGO contains task organization, mission, concept, <b>accident risk controls</b>, intent for maneuver, supporting fires, and obstacles; missions and tasks for each subordinate; fire support and CSS instructions; and coordinating instructions to synchronize the efforts of maneuver forces and CS.</li> <li>e. If more time is available, the battalion commander issues a fully developed OPORD (although an initial FRAGO may be issued to allow subordinates to begin preparation and followed by a full OPORD).</li> <li>f. Order is given at a location that reduces travel time, allows observation of the zone/sector, and promotes OPSEC. (Depending upon the METT-T factors, observation of the zone/sector may not be possible.)</li> <li>g. Battalion commander should perform brief-backs and war gaming, <b>to include identifying hazards and control measures</b>, immediately after the order to improve subordinate understanding and reaction.</li> <li>h. Subordinate leaders and staff should perform lateral coordination before leaving the orders site.</li> </ol>		
<p>+8. Commander and staff coordinate and refine the plan.</p> <ol style="list-style-type: none"> <li>a. Time is well used to continue gathering information and to improve the plan (contingency plans, <b>hazard identification and controls</b>, fire plans).</li> <li>b. New information is disseminated and coordinated with higher, adjacent, and supporting headquarters to include— <ul style="list-style-type: none"> <li>• Changes or refinements in plan.</li> <li>• Information on the enemy in the sector or zone.</li> <li>• Information that impacts on planning and execution (<b>risk acceptance decisions/hazard controls</b>) of subordinate elements.</li> <li>• Adjustments/changes in the plans.</li> </ul> </li> </ol>		



<b>SUBTASKS AND STANDARDS:</b>	<b>GO</b>	<b>NO-GO</b>
<p>+*9. Battalion executes changes in task organization.</p> <ul style="list-style-type: none"> <li>a. Main CP coordinates link-up location, time, and responsible element.</li> <li>b. Attachments/new elements are received at the coordinated location and time; updated on current situation, OPORDs, and SOIs; and resupplied.</li> <li>c. Detachments reach the link-up point at the time and place directed.</li> </ul>		
<p>+*10. Battalion performs and commander and staff perform, supervise, and monitor preparations.</p> <ul style="list-style-type: none"> <li>a. Command group/XO performs brief-backs with subordinate commanders, leaders, and key staff.</li> <li>b. Main CP maintains status of preparations.</li> <li>c. Elements make full use of time to prepare for the operation. Subjective judgment of the evaluator is based on the analysis of preparation charts and available preparation time.</li> </ul>		
<p>+*11. Battalion sees the battlefield.</p> <ul style="list-style-type: none"> <li>a. Command group is positioned to see and move.</li> <li>b. Companies and other subordinates accurately report critical information on actions and changes in combat status within five minutes. See subordinate MTPs.</li> <li>c. Main CP collects, analyzes, and passes processed critical information.</li> <li>d. Subordinates execute intelligence collection plan. See subordinate element MTPs. <b><i>Subordinates integrate the risk management process when developing plans and executing tasks.</i></b></li> </ul>		
<p>+*12. Battalion leaders command and control the execution.</p> <ul style="list-style-type: none"> <li>a. Subordinate elements report enemy and friendly actions, change in status, and any other factor that would require change within three minutes.</li> <li>b. Battalion leaders win the battle by directing the maneuver of units, controlling direct and indirect fires, <b><i>properly integrating risk management into planning, preparation, and execution</i></b>, and directing other CS actions to cope with new METT-T/risk factors. Indicators are— <ul style="list-style-type: none"> <li>(1) Elements not following OPLAN and OPORD are corrected.</li> <li>(2) Responses to new METT-T hazards are directed soon after the new situation occurs.</li> <li>(3) No friendly casualties inflicted by friendly direct or indirect fires or other accidents.</li> <li>(4) Number/percentage of indirect fire weapons engaging the enemy.</li> </ul> </li> </ul>		

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<b>SUBTASKS AND STANDARDS:</b>	<b>GO</b>	<b>NO-GO</b>
<ul style="list-style-type: none"> <li>(5) Number/percentage of indirect fire rounds fired and percentage hitting/suppressing the enemy.</li> <li>(6) Number of enemy casualties.</li> <li>(7) Number of friendly casualties.</li> <li>c. The C2 and CSS assets are controlled to support maneuver effort. Indicators are—               <ul style="list-style-type: none"> <li>(1) Effective CSS and C<sup>2</sup>.</li> <li>(2) C<sup>2</sup> or CSS elements not destroyed by enemy direct fires.</li> </ul> </li> <li>d. FRAGOs are clear, concise, <b>include risk management</b>, and are quickly executed by subordinates.</li> <li>e. Changes that affect the battle are disseminated within five minutes.</li> </ul>		
<p>+13. Subordinate commanders, leaders, and staff laterally coordinate actions during the battle.</p> <p>All battle actions requiring coordination between elements are coordinated.</p>		
<p>+*14. Battalion coordinates with adjacent and supporting headquarters.</p> <p>All battle actions requiring coordination with other headquarters are laterally and promptly coordinated.</p>		
<p>+*15. Battalion reports.</p> <p>Battalion CPs submit all critical and required reports to brigade. They report events to adjacent and supporting elements that impact on them in time for those units to react. <i>They advise the chain of command, as appropriate, on risks and risk-reduction measures.</i></p>		



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## Glossary

<b>AAR</b>	after-action review
<b>ADA</b>	air defense artillery
<b>ARFOR</b>	Army forces headquarters
<b>ARTEP</b>	Army Training and Evaluation Program
<b>assessment</b>	an analytical process to determine an organization's current levels of proficiency on a specific objective (for example, a training objective or risk management implementation) (CJCSM 3500.03)
<b>base operations support</b>	the provision of administrative and logistical services; includes supply operations, maintenance of materiel, personnel support, base services, and administrative services rendered by or through activities of the supporting installation
<b>BASOPS</b>	base operations support
<b>C<sup>2</sup></b>	command and control
<b>COA</b>	course of action
<b>CofS</b>	chief of staff
<b>combat power</b>	the total means of destructive and/or disruptive force that a military unit or formation can apply against an opponent at a given time; a combination of the effects of maneuver, firepower, protection, and leadership
<b>controls</b>	actions taken to eliminate hazards or reduce their risk
<b>CP</b>	command post
<b>CSS</b>	combat service support
<b>CTC</b>	combat training center

<b>risk assessment</b>	identification and assessment of hazards (first two steps of risk management process); an identified hazard is assessed to determine the risk (both the probability of occurrence and resulting severity) of a hazardous incident due to the presence of the hazard
<b>risk decision</b>	the decision to accept or not accept the risks associated with an action; made by the commander, leader, or individual responsible for performing that action
<b>risk management</b>	the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits
<b>risk management integration</b>	the embedding of risk management principles and practices into Army operations, culture, organizations, systems, and individual behavior
<b>S3</b>	operations officer
<b>severity</b>	the expected consequence of an event (hazardous incident) in terms of degree of injury, property damage, or other mission-impairing factors (loss of combat power and so on) that could occur
<b>situational awareness</b>	ability to have accurate and real-time information on friendly, enemy, neutral, and noncombatant locations; a common, relevant picture of the battlefield scaled to specific level of interest and special need
<b>SOP</b>	standing operating procedure
<b>T&amp;EO</b>	test and evaluation outline
<b>TACSOP</b>	tactical standing operating procedure
<b>TC</b>	training circular
<b>TF</b>	task force
<b>US</b>	United States
<b>XO</b>	executive officer

## References

### SOURCES USED

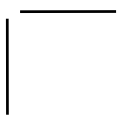
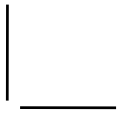
- FM 34-60. *Counterintelligence*. 3 October 1995.
- FM 34-130. *Intelligence Preparation of the Battlefield*. 8 July 1994.
- FM 100-7. *Decisive Force: The Army in Theater Operations*. 31 May 1995.

### DOCUMENTS NEEDED

- DA Form 7566. *Composite Risk Management Worksheet*.

### READINGS RECOMMENDED

- AR 70-1. *Systems Acquisition Policy and Procedures*. 31 December 2003.
- AR 385-16. *System Safety Engineering and Management*. 2 November 2001.
- FM 3-0 (FM 100-5). *Operations*. 14 June 2000
- FM 5-0 (FM 101-5). *Army Planning and Orders Production*. 20 January 2005.
- FM 6-22.5 (FM 22-9). *Combat Stress*. 23 June 2000.
- FM 7-0 (FM 25-100). *Training the Force*. 22 October 2002.
- FM 7-1 (FM 25-101). *Battle Focused Training*. 15 September 2003.
- FM 22-100. *Army Leadership*. 31 August 1999
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