

CRM is "composite" because it deals with hazards from all sources: tactical and non-tactical, threat-based and accident-based. The primary premise of CRM is that it does not matter where or how a loss occurs, the result is the same--decreased combat power or mission effectiveness. The guiding principles of CRM are:

- o Integrate CRM into all missions, operations, activities, and processes.
- o Make risk decisions at the appropriate level.
- o Accept no unnecessary risk.
- o Apply CRM cyclically and continuously.
- o Do not be risk averse. Live by the Warrior Ethos, the Soldier and Army Civilian Creeds, and complete the mission.

DA Form 7566, Composite Risk Management Worksheet, provides a standardized means of documenting the CRM process. A copy of the CRM Worksheet may be found at the back of this booklet.

CRM Worksheet Instruction:

Block 1. Enter the name of the Mission/Task/Activity.

Block 2.a & b. Enter the Date/Time Group to indicate when the mission/activity will begin and end.

Block 3. Enter the date you prepared the worksheet.

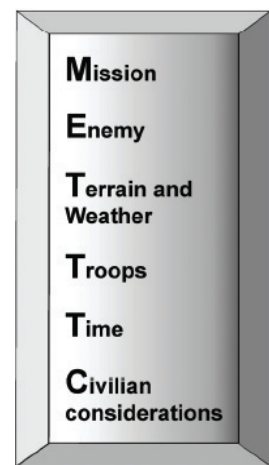
Block 4.a.b.c. Enter your name, rank, and position.

Column 5. List the tasks/subtasks which must be accomplished to complete the mission/activity. If necessary, refer to SOP, Field Manuals, Soldiers Manual of Common Tasks, Job Books, etc.

Step 1: Identify Hazards

a. Hazards are conditions with the potential to cause personnel injury, equipment or property damage, environmental harm, or mission degradation.

b. Use the METT-TC model to identify mission hazards:



Mission - What hazards are unique to the mission? For example, improper material loading, and ineffective ground guide/driver communications are common hazards to rail operations.

Enemy - What hazards are posed by enemy forces? Can we expect IED, small arms, mortars, RPG?

Terrain and Weather - Are road conditions favorable? Are canal crossings stable? Are there dangers of personnel falling from dangerous elevations? Are there water obstacles to cross? What are the weather conditions? Will precipitation or obscuration (i.e. blowing sand) limit visibility? Is Heat or Cold injury a hazard? Are storms forecast?

Troops and Equipment - Are troops adequately trained and experienced? Are they in good physical and mental condition? Are leaders competent and experienced? Is command climate healthy? Are command/control/communication systems

functioning? Do we have the right equipment for the mission? Is equipment in safe operating condition?
 Time - Is there sufficient time to plan and prepare for the mission? Are we rushing the mission and overlooking hazards? Is there a safer time to conduct the mission?

Civilian Considerations - Will the mission create unacceptable risk to civilian personnel or property? Will civilians pose a hazard to the mission? What are the Rules of Engagement?

c. For Activities, use the ADTPTL model.



Activity - What hazards are unique to the activity? For example, fixed bases on a softball field pose known hazards to players' ankles. Gas grill operator manuals list many hazards to be noted.

Disrupters - Anyone who may willfully oppose your activity. For example, criminals may disrupt your night on the town; ill-tempered neighbors may disrupt your barbecue; protestors may disrupt your group's conference, and insects and wildlife may pose hazards to outdoor recreation.

Terrain and Weather - Terrain hazards may include slopes, elevation, unstable terrain, road conditions, and water obstacles. Weather hazards include precipitation, wind, lightning, and temperature.

People and Equipment - Hazards associated with people include lack of training, discipline, knowledge, maturity, leadership, physical and psychological condition. Equipment hazards include faulty design, improper maintenance or operation, and unsafe equipment condition.

Time - Insufficient time to plan, prepare, and conduct an activity may cause us to overlook hazards. Choosing the right time to conduct an activity is also important (i.e. choosing to drive in early morning fog, rather than waiting until it dissipates).

Legal - Activities must be evaluated to ensure they are legal. In addition, participants may be held liable for negligent or reckless behavior.

CRM Worksheet Instruction: List the hazards associated with each task/subtask in Column 6 of DA Form 7566.

Step 2: Assess Hazards

a. Consider each hazard identified in Step 1. If no risk management controls are applied, what is the probability of that hazard leading to an accident or incident? Is it frequent, likely, occasional, seldom, or unlikely? A few defining examples are listed below:

- o Frequent - POV accidents, falling, combat casualties, sporting accidents
- o Likely - Motorcycle accidents, pedestrian accidents, drowning, Army Motor Vehicle accident, heat injuries
- o Occasional - Aviation accidents, negligent weapons discharge, Army Combat Vehicle accident
- o Seldom - Electrocuting, alcohol poisoning
- o Unlikely - Earthquake and flood

b. Determine the severity of impact if the hazard is encountered. Will its effect be catastrophic, critical, marginal, or negligible?

c. Determine the initial risk level for each hazard using the Risk Assessment Matrix (Figure 2). If the probability of a hazard

occurring is "Likely" and the severity would be "Critical", the initial risk level is "High."

RISK ASSESSMENT						
		Probability				
Severity		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		H - High		M - Moderate		L - Low

Figure 2: Risk Assessment Matrix

CRM Worksheet Instruction: Enter the initial risk level for each hazard in Column 7 of DA Form 7566.

Step 3: Develop Controls and Make Risk Decisions

a. Develop controls. Controls are actions taken to eliminate or reduce risk to an acceptable level. Many controls may be found in SOPs, regulations, field manuals, and operator manuals. The USACRC, and other safety websites, are another source for identifying controls. In many cases, controls must be developed through problem solving based on experience and knowledge. Controls normally fall into one of three categories:

- o Training and Education: i.e. HMMWV Egress/Assistance Training
- o Physical: i.e. signs, fences, and body armor