

## Appendix

# Examples of Risk Management Application

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

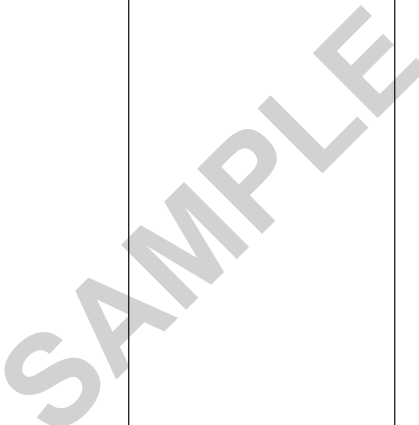
## TRACKING TOOL

The work sheet instructions are in Figure A-1.

Work Sheet Instructions	
Block	
A – D	Self explanatory
E	Identify task relating to the mission or task in Block A
F	<b>Identify Hazards</b> – 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.
G	<b>Assess Hazards</b> – Assessment 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.
H	<b>Develop Controls</b> – 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.
I	<b>Determine Residual Risk</b> – Determine the residual risk for each hazard by applying the risk assessment matrix (Figure 2-4). Enter the residual risk level for each hazard.
J	<b>Implement Controls</b> – 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.
K	<b>Determine Overall Mission/Task Risk</b> – 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.
	<b>Supervise and Evaluate</b> – 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.

Figure A-1. Risk Management Work Sheet Instructions

The work sheet (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.

<b>A. Mission or Task:</b>		<b>B. Date/Time Group</b> Begin: End:		<b>C. Date Prepared:</b>	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position)					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls</b> ("How To")
					
<b>K. Determine overall mission/task risk level after controls are implemented</b> (circle one)					
LOW (L)		MODERATE (M)		HIGH (H)      EXTREMELY HIGH (E)	

**Figure A-2. Sample Risk Management Work Sheet**

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

<b>A. Mission or Task:</b> Prepare defensive positions		<b>B. Date/Time Group</b> Begin: 010035R May XX End: 010600R May XX		<b>C. Date Prepared:</b> 29 April XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) LT Jones, Plt Ldr					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls</b> ("How To")
Construct nonstandard antivehicular wire obstacle	Back injuries and wire cuts during materiel offload	Moderate (M)	Use proper lift and carry methods and wear concertina wire gloves and safety goggles	Low (L)	Unit TACSOP, ARTEP 5-145 DRILL (pg 2-44) ARTEP 5-335-11-MTP
	Blunt trauma and cuts in pounding of U-shaped pickets	Moderate (M)	Wear helmet and increase situational awareness	Low (L)	Unit TACSOP, ARTEP 5-145 DRILL (pg 2-44) ARTEP 5-335-11-MTP
	Cuts when unrolling concertina	Moderate (M)	Wear concertina wire gloves and maintain situational awareness	Low (L)	Unit TACSOP, ARTEP 5-145 DRILL (pg 2-44) ARTEP 5-335-11-MTP
	Cuts when installing concertina	Moderate (M)	Wear concertina wire gloves and maintain situational awareness	Low (L)	Unit TACSOP, ARTEP 5-145 DRILL (pg 2-44) ARTEP 5-335-11-MTP
	Cuts when installing barbed wire	Moderate (M)	Wear concertina wire gloves and maintain situational awareness	Low (L)	Unit TACSOP, ARTEP 5-145 DRILL (pg 2-44) ARTEP 5-335-11-MTP
<b>K. Determine overall mission/task risk level after controls are implemented</b> (circle one)					
<input checked="" type="radio"/> <b>LOW (L)</b> <input type="radio"/> <b>MODERATE (M)</b> <input type="radio"/> <b>HIGH (H)</b> <input type="radio"/> <b>EXTREMELY HIGH (E)</b>					

Figure A-3. Example of Completed Risk Management Work Sheet for Squad/Platoon

Figure A-4. Example of Completed Risk Management Work Sheet for Company/Team

<b>A. Mission or Task:</b> Conduct a deliberate attack		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R May XX <b>End:</b> 010600R May XX		<b>C. Date Prepared:</b> 29 April XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) CPT William Wallace, Cdr					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls</b> ("How To")
Conduct obstacle breaching operations	Obstacles	High (H)	Develop and use obstacle reduction plan	Low (L)	Unit TACSOP, OPORD, training handbook
	Inexperienced soldiers	High (H)	Additional instruction and increased supervision	Moderate (M)	Modified training schedule, additional instruction
	Operating under limited visibility	Moderate (M)	Use NVDs; use IR markers on vehicles	Low (L)	Unit TACSOP, OPORD
	Steep cliffs	High (H)	Rehearse use of climbing ropes	Moderate (M)	FM 90-6, <i>Mountain Operations</i> TC 90-6-1, <i>Mountaineering</i>
	Insufficient planning time	High (H)	Plan and prepare concurrently	Moderate (M)	OPORD, troop-leading procedures
<b>K. Determine overall mission/task risk level after controls are implemented</b> (circle one)					
LOW (L) <b>MODERATE (M)</b> HIGH (H)    EXTREMELY HIGH (E)					

<b>A. Mission or Task:</b> Redeploy unit to home station		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R May XX <b>End:</b> 010600R May XX		<b>C. Date Prepared:</b> 29 April XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) MAJ Woolsey, S3					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls</b> ("How To")
Conduct convoy operations-movement from Grafenwohr to home base	Fatigue leading to poor judgment/ accident-causing errors	Moderate (M)	<ol style="list-style-type: none"> <li>1. Ensure all drivers receive adequate rest the night before movement</li> <li>2. Brief planned rest stops and actions to take if driver becomes too tired/ill or has doubts about alertness</li> <li>3. Have NCOs check physical alertness of drivers prior to movement</li> </ol>	Low (L)	Unit SOP, OPORD on Tactical Road March, STP 21-2-MQS (Tactical Road March)
	Fast moving traffic mix of cars and large trucks with trailers	Moderate (M)	<ol style="list-style-type: none"> <li>1. Use extreme caution when passing</li> <li>2. Continue to scan (be aware of) traffic</li> <li>3. Brief all drivers and vehicle commanders on lane-changing procedures</li> </ol>	Low (L)	German laws and unit SOP
	Accidents and breakdowns blocking road	Moderate (M)	<ol style="list-style-type: none"> <li>1. Brief drivers on actions to take                             <ol style="list-style-type: none"> <li>a. Pull as far off the road as possible</li> <li>b. Get out on passenger side</li> <li>c. Post triangle sign at least 100 meters behind vehicle</li> <li>d. Stay as far away from vehicle and traffic as possible</li> <li>e. Brief all personnel on maintenance plan/action if vehicle is disabled</li> <li>f. Brief all personnel on procedures for vehicle exits on the traffic side</li> </ol> </li> </ol>	Low (L)	Unit SOP, OPORD on Tactical Road March

Figure A-5. Example of Completed Risk Management Work Sheet for Battalion/Task Force

<b>A. Mission or Task:</b> Redeploy unit to home station (continued)		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R Dec XX <b>End:</b> 010600R Dec XX		<b>C. Date Prepared:</b> 29 Nov XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) MAJ Woolsey, S3					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls ("How To")</b>
Conduct convoy operations-movement from Grafenwohr to home base	Accidents and breakdowns blocking road (continued)	Moderate (M)	<ol style="list-style-type: none"> <li>Leaders ensure that proper maintenance are done prior to move (PMCS), dispatching and licensing procedure.</li> <li>Contact team follows convoy and repairs or removes disabled vehicles from highway.</li> </ol>	Low (L)	Unit SOP and vehicle operations manual
	Weather conditions– high winds, sleet, snow	High (H)	<ol style="list-style-type: none"> <li>Reduce speed according to environmental conditions less stopping distance available.</li> <li>Road conditions especially right after rains – hydroplaning – review procedures for skids or hydroplanes.</li> <li>Maintain convoy interval to allow for braking and assist civilian traffic in passing.</li> </ol>	Moderate (M)	
	High winds– reduction visibility, sudden reduction due to passing traffic	Moderate (M)	<ol style="list-style-type: none"> <li>Change lanes carefully; ensure clearance and avoid erratic moves</li> <li>Be aware of winds and effects on vehicles.</li> <li>Drive defensively.</li> </ol>	Low (L)	German traffic laws
	20% downgrade at checkpoint 1	Moderate (M)	<ol style="list-style-type: none"> <li>Use lower gears.</li> <li>Reduce speed to 25 mph</li> </ol>	Low (L)	Unit SOP and vehicle operations manual

Figure A-5. Example of Completed Risk Management Work Sheet for Battalion/Task Force (continued)

Figure A-5. Example of Completed Risk Management Work Sheet  
for Battalion/Task Force (continued)

<b>A. Mission or Task:</b> Redeploy unit to home station (continued)		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R Dec XX <b>End:</b> 010600R Dec XX		<b>C. Date Prepared:</b> 29 Nov XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) MAJ Woolsey, S3					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls</b> ("How To")
Conduct convoy operations-movement from Grafenwohr to home base	Heavy traffic, traffic jams, and congestion	Moderate (M)	<ol style="list-style-type: none"> <li>1. Use extreme caution when passing</li> <li>2. Use headlights at all times</li> <li>3. Brief convoy speeds and vehicle intervals</li> <li>4. Brief actions to take if vehicle pulls in front               <ol style="list-style-type: none"> <li>a. Maintain clearance from vehicle</li> <li>b. Maintain braking distance</li> </ol> </li> <li>5. Stay in right lane in construction zones</li> <li>6. Ensure AMVs 2 or more meters wide remain in right lane</li> <li>7. Continuously scan surroundings (situational awareness)</li> </ol>	Low (L)	<p>Provide risk assessment to convoy leaders.</p> <p>Provide safety brief information to leaders and drivers</p>
<b>K. Determine overall mission/task risk level after controls are implemented</b> (circle one) LOW (L) <b>MODERATE (M)</b> HIGH (H) EXTREMELY HIGH (E)					

<b>A. Mission or Task:</b> Peace Enforcement		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R May XX <b>End:</b>		<b>C. Date Prepared:</b> 29 April XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) G-3 Div/Corps/EAC					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls ("How To")</b>
Occupy area of operations	Assault on facilities	Moderate (M)	Identify and isolate combatants, terrorists, supporters Harden potential terrorist targets	Low (L)	Coordination with local law enforcement agencies FM 5-103, <i>Survivability General /Order</i>
	Ambush	Moderate (M)	Kevlar helmets and flak jackets required outside cantonment area  Minimum of 4 vehicles for movement Two qualified drivers per vehicle	Low (L)	Rehearsals Immediate action drills General orders
	Mines	High (H)	Countermine plan Mine awareness training Predeployment training	Moderate (M)	FM 20-32, <i>Mine/Countermine Operations</i> Lessons learned

Figure A-6. Example of Completed Risk Management Work Sheet for Division/Corps/EAC Task Force



Figure A-6. Example of Completed Risk Management Work Sheet  
for Division/Corps/EAC Task Force (continued)

<b>A. Mission or Task:</b> Peace Enforcement		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R May XX <b>End:</b>		<b>C. Date Prepared:</b> 29 April XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) G-3 Div/Corps/EAC					
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>	<b>H. Develop Controls</b>	<b>I. Determine Residual Risk</b>	<b>J. Implement Controls</b> ("How To")
Occupy area of operations	Fratricide	Moderate (M)	Identify friend/foe Antifratricide training LNO augmentations	Low (L)	Lessons learned ROE Weapons control procedures AOR orientation
	Seasonal risk (cold weather injuries)	Moderate (M)	Cold weather clothing and equipment Soldier/leader awareness training	Low (L)	Severe weather alert/action plan TB Med 507
	Seasonal risk (hot weather injuries)	Moderate (M)	Hot weather clothing and equipment Soldier/leader awareness training	Low (L)	Severe weather alert/action plan TB Med 507
	Disease	Moderate (M)	Immunizations Field sanitation Preventive medicine	Low (L)	Spring thaw plan Focused medical training Vector control program

<b>A. Mission or Task:</b> Peace Enforcement		<b>B. Date/Time Group</b> <b>Begin:</b> 010035R May XX <b>End:</b>		<b>C. Date Prepared:</b> 29 April XX	
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) G-3 Div/Corps/EAC					
E. Task	F. Identify Hazards	G. Assess Hazards	H. Develop Controls	I. Determine Residual Risk	J. Implement Controls ("How To")
Occupy area of operations	Vehicle accidents	Moderate (M)	Driver qualifications Driver fatigue reduction Convoy safety procedures Monitor route conditions Vehicle inspections	Low (L)	Driver qualification training Driver sleep plans Two qualified drivers per vehicle Convoy safety briefings Route reconnaissance Vehicle inspections
<b>K. Determine overall mission/task risk level after controls are implemented</b> (circle one) LOW (L) <b>MODERATE (M)</b> HIGH (H)    EXTREMELY HIGH (E)					

Figure A-6. Example of Completed Risk Management Work Sheet for Division/Corps/EAC Task Force (continued)

## MISSION TRAINING PLAN

Figure A-7 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.

<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>TASK STANDARD :</p> <ol 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><i>Include commander's risk guidance.</i></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> </ol> <p><b>SUBTASKS AND STANDARDS:</b>      <b>GO</b>                      <b>NO-GO</b></p> <table border="1" style="width: 100%; margin-top: 10px;"> <tr> <td style="padding: 5px;">+1. Battalion leaders issue the warning order.</td> </tr> </table> <ol 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> </ol> <p style="font-size: small; margin-top: 10px;">+ Critical task. * Leader task.</p>	+1. Battalion leaders issue the warning order.
+1. Battalion leaders issue the warning order.	

**Figure A-7. Integration of Risk Management into MTP Task**

\*2. Battalion commander analyzes mission and gives initial guidance.

- a. Guidance includes restated mission, which includes brigade commander's intent for battalion and identifies all specified and implied tasks.
- b. Guidance is given within 30 minutes of receipt of order.
- c. Guidance includes instructions on information requirements and initially required preparation actions (movement, resupply) to start. **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.**

+3. Battalion accomplishes reconnaissance and other actions to gather needed information.

- a. Reconnaissance actions begin to physically gain information on the enemy and terrain as early as possible.
- b. Commander conducts a personal reconnaissance, when possible. If not, the commander conducts a detailed map reconnaissance.
- c. Subordinate leaders perform a personal reconnaissance when possible. See subordinate company (ARTEP 7-10-MTP) and platoon (ARTEP 7-8-MTP) T&EOs.
- d. Staff coordinates with subordinate, higher, supporting, and adjacent headquarters to gather information for planning. **Staff analyzes mission to identify hazards.**
- e. Staff provides operations, intelligence, and CSS estimates to include all critical METT-T factors and **risk assessment considerations (identified hazards/risks).**

+4. Battalion commander develops and wargames courses of action and selects one.

**Figure A-7. Integration of Risk Management into MTP Task (continued)**

- 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). **Each course of action contains assessment of hazards, risk level, and control measures identified to lower or control the risk.**
- b. Best COA is selected.
- c. COA is wargamed and refined by the command and staff. The staff must understand the concept to produce a sound OPORD and rehearse. **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.**

\*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. **Hazards and risk control measures are included in the appropriate paragraphs and graphics.**

\*6. Battalion commander and staff issue implementing FRAGOs (accident risk controls).

\*7. Battalion commander issues the OPORD/FRAGO.

- a. OPORD/FRAGO is issued IAW the one-third, two-thirds rule and makes full use of daylight time.
- b. OPORD/FRAGO accomplishes all directed missions and tasks, complies with the brigade commander's intent, controls risk, and is doctrinally sound. It is based on evaluator judgment and on comparison of brigade and battalion OPORDs.

**Figure A-7. Integration of Risk Management into MTP Task (continued)**

- c. All subordinate and supporting elements receive the OPORD/FRAGO.
- d. OPORD/FRAGO contains task organization, mission, concept, **accident risk controls**, 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.
- 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.)
- 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.)
- g. Battalion commander should perform brief-backs and war gaming, **to include identifying hazards and control measures**, immediately after the order to improve subordinate understanding and reaction.
- h. Subordinate leaders and staff should perform lateral coordination before leaving the orders site.

+8. Commander and staff coordinate and refine the plan.

- a. Time is well used to continue gathering information and to improve the plan (contingency plans, **hazard identification and controls**, fire plans) .
- b. New information is disseminated and coordinated with higher, adjacent, and supporting headquarters to include—
  - Changes or refinements in plan.
  - Information on the enemy in the sector or zone.

**Figure A-7. Integration of Risk Management into MTP Task (continued)**

- Information that impacts on planning and execution (***risk acceptance decisions/hazard controls***) of subordinate elements.
- Adjustments/changes in the plans.

+\*9. Battalion executes changes in task organization.

- a. Main CP coordinates link-up location, time, and responsible element.
- b. Attachments/new elements are received at the coordinated location and time; updated on current situation, OPORDs, and SOIs; and resupplied.
- c. Detachments reach the link-up point at the time and place directed.

+\*10. Battalion performs and commander and staff perform, supervise, and monitor preparations.

- a. Command group/XO performs brief-backs with subordinate commanders, leaders, and key staff.
- b. Main CP maintains status of preparations.
- 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.

+\*11. Battalion sees the battlefield.

- a. Command group is positioned to see and move.
- b. Companies and other subordinates accurately report critical information on actions and changes in combat status within five minutes. See subordinate MTPs.
- c. Main CP collects, analyzes, and passes processed critical information.
- d. Subordinates execute intelligence collection plan. See

**Figure A-7. Integration of Risk Management into MTP Task (continued)**

subordinate element MTPs. ***Subordinates integrate the risk management process when developing plans and executing tasks.***

+\*12. Battalion leaders command and control the execution.

- a. Subordinate elements report enemy and friendly actions, change in status, and any other factor that would require change within three minutes.
- b. Battalion leaders win the battle by directing the maneuver of units, controlling direct and indirect fires, ***properly integrating risk management into planning, preparation, and execution***, and directing other CS actions to cope with new METT-T/risk factors. Indicators are:
  - (1) Elements not following OPLAN and OPORD are corrected.
  - (2) Responses to new METT-T hazards are directed soon after the new situation occurs.
  - (3) No friendly casualties inflicted by friendly direct or indirect fires or other accidents.
  - (4) Number/percentage of direct fire weapons engaging the enemy.
  - (5) Number/percentage of indirect fire rounds fired and percentage hitting/suppressing the enemy.
  - (6) Number of enemy casualties.
  - (7) Number of friendly casualties.
- c. The C<sup>2</sup> and CSS assets are controlled to support maneuver effort. Indicators are—
  - (1) Effective CSS and C<sup>2</sup>.
  - (2) C<sup>2</sup> or CSS elements not destroyed by enemy direct fires.
- d. FRAGOs are clear, concise, ***include risk management***, and are quickly executed by subordinates.

**Figure A-7. Integration of Risk Management into MTP Task (continued)**



e. Changes that affect the battle are disseminated within five minutes.

+13. Subordinate commanders, leaders, and staff laterally coordinate actions during the battle.

All battle actions requiring coordination between elements are coordinated.

+\*14. Battalion coordinates with adjacent and supporting headquarters.

All battle actions requiring coordination with other headquarters are laterally and promptly coordinated.

+\*15. Battalion reports.

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. ***They advise the chain of command, as appropriate, on risks and risk-reduction measures.***

**Figure A-7. Integration of Risk Management into MTP Task  
(continued)**