

**UNITED STATES MARINE CORPS**

MARTIAL ARTS CENTER OF EXCELLENCE  
THE BASIC SCHOOL  
24191 GILBERT ROAD  
QUANTICO, VIRGINIA 22134

**STUDENT OUTLINE**

**CONDUCT RISK MANAGEMENT**

**MAIB1025**

**MARTIAL ARTS INSTRUCTOR COURSE**

**M02MMET**

APPROVED BY: Maj. Carter C.T. DATE: 1 January 2020

**LEARNING OBJECTIVES**a. ENABLING LEARNING OBJECTIVES

1. Given exam materials, determine components of RM in accordance with MCO 3500.27\_. (0916-INST-2051a)

2. Given a MCMAP event and with the aid of references conduct RA in accordance with MCO 3500.27\_. (0916-INST-2051b)

**1. CONCEPTS OF RISK MANAGEMENT.** Force preservation does not have a single solution; however, every effort should be made to prevent a situation that will degrade mission capability rather than planning to deal with the situation after it occurs. Risk mitigation is central to the idea of readiness and must not be an afterthought in actions during combat, in training, and in garrison.

**a. Mission of Risk Management.** The focus of RM is to identify and mitigate risk in all activities, both on and off duty. Additionally, RM extends to risks associated with human factors in the workplace, behavioral healthcare, and behavioral lifestyles that can affect readiness. Successful implementation of RM increases mission effectiveness while minimizing loss of both personnel and material.

**b. Principles of Risk Management.** There are four basic principles that provide the foundation for RM and the framework for implementing the RM process.

(1) Accept Risk When Benefits Outweigh the Cost. The goal of RM is not to eliminate risk, but to manage the risk so the mission can be accomplished with the minimum amount of loss. The process of weighing risks against the benefits and value of the task or mission helps maximize success. Balancing costs and benefits is a subjective process. Therefore, personnel with knowledge and experience of the mission or task must be engaged when making risk decisions.

(2) Accept No Unnecessary Risk. An unnecessary risk is any risk that, if taken, will not contribute meaningfully to task or mission accomplishment or will needlessly jeopardize personnel or materiel. The acceptance of risk does not mean one's imprudent willingness to gamble. Additionally, if all detectable hazards have not been identified then unnecessary risks are being accepted. The end state is to only take risks that are necessary to accomplish the task, activity, or mission.

(3) Anticipate And Manage Risk By Planning. RM must be integrated into planning at all levels, and as early as possible, to provide the greatest opportunity to make well-informed risk decisions and to implement effective risk controls. This engaged approach enhances the overall effectiveness of RM by reducing mishaps, injuries, and costs. Hazards and controls that have been identified during reconnaissance and preplanning should be in the operations order.

(4) Make Risk Decisions at the Right Level. RM decisions are made by the leader directly responsible for the operation. While anyone can make a risk decision, the appropriate decision level should reside where the leader can make decisions to accept, eliminate, or reduce the risk. If unable to mitigate the risk at the unit level, the risk decision shall be elevated to the next commander in the chain of command.

**c. Levels of Risk Management**. The RM process is applied on three levels: in-depth, deliberate, and time critical. While it is preferable to perform a deliberate or in-depth RM process for all evolutions, adequate time and resources will not always be available. The basic factor that differentiates each level is the amount of time available for the preparation and planning of tasks or missions.

(1) In-depth. In-depth RM is used when available time for planning is not a limiting factor and involves a very thorough risk assessment. This level of RM involves detailed research and formal testing to more thoroughly study the hazards and associated risk in a complex operation or system, or one in which the hazards are not well understood. Examples of in-depth applications include long-term planning of complex operations; introduction of new equipment, materials, and missions; development of tactics and training curricula; and major system overhaul or repair.

(2) Deliberate. The deliberate level refers to situations when there is ample time to apply the RM process to the mission planning evolution. This level primarily uses experienced personnel and brainstorming to identify hazards, review mishap trends, and develop controls. It is, therefore, most effective when done in a group. Examples of deliberate applications include planning of upcoming operations and reviewing standard operating procedures.

(3) Time Critical. This is the level at which personnel operate on a daily basis both on and off duty. The time critical level is the normal RM level used during the execution phase of training or operations. At this level, there is little or no time to make a plan, resulting in an "on the spot" mental or verbal review of the situation. Since time is limited, the application of the formal RM process cannot be practically applied.

**2. RISK MANAGEMENT PROCESS**. The RM process is a systematic, continuous, and repeatable approach in the decision making process. The five basic steps are: identify hazards, assess the hazards, make risk decisions, implement controls, and supervise.

**a. Identify Hazards**. A hazard is defined as any condition with the potential to negatively impact the task or mission. Hazards can also cause property damage, injury to personnel, or death, which highlights the importance of hazard identification as the foundation of the RM process. Personnel need to ensure a larger portion of available time is allotted to this step due to the fact that, if a hazard is not identified, it cannot be controlled.

**b. Assess Hazards**. For each hazard identified, determine the associated degree of risk in terms of probability and severity. The result of the risk assessment is a prioritized list of hazards ensuring controls are first identified for the most serious threat.

(1) Determine Severity. This is an assessment of the worst credible consequence that can occur as a result of a hazard. Severity is defined by potential degree of injury, illness, property damage, loss of assets, or effect on task or mission. Consideration must be given to the number of personnel and resources potentially exposed to a hazard when determining potential severity. The greater the number of resources exposed to a hazard, the greater the severity. Additionally, the combination of two or more hazards may increase the overall level of risk. Hazard severity categories are assigned as Roman numerals according to the criteria in Table 1-1.

<b>Table 1-1. Severity Categories</b>	
<b>Category</b>	<b>Description</b>
<b>I</b>	Loss of the ability to accomplish the mission Death or permanent total disability Loss of a mission-critical system or equipment

	Major facility damage Severe environmental damage Mission-critical security failure Unacceptable collateral damage
<b>II</b>	Significantly degraded mission capability or unit readiness Permanent partial disability or severe injury or illness Extensive damage to equipment or systems Significant damage to property or the environment Security failure Significant collateral damage
<b>III</b>	Degraded mission capability or unit readiness Minor damage to equipment, systems, property, or the environment Minor injury or illness
<b>IV</b>	Little or no adverse impact on mission capability or unit readiness Minimal threat to personnel safety or health Slight equipment or systems damage, but fully functional and serviceable Little or no property or environmental damage

(2) Determine Probability. This is an assessment of the likelihood that a hazard will result in a mishap or loss and is defined by assessment of such factors as location, exposure (cycles or hours of operation), affected populations, experience, or previously established statistical information. Probability categories are assigned a letter according to the criteria in Table 1-2.

<b>Table 1-2. Probability Categories</b>	
<b>Category</b>	<b>Description</b>
<b>A</b>	Likely to occur immediately or within a short period of time. Expected to occur frequently to an individual item or person Expected to occur continuously over a service life for

	a fleet, inventory of items, or group
<b>B</b>	Probably will occur in time Expected to occur several times to an individual item or person Expected to occur frequently over a service life for a fleet, inventory of items or group
<b>C</b>	May occur in time Can reasonably be expected to occur sometime to an individual item or person Can reasonably be expected to occur several times over a service life for a fleet, inventory of items, or group
<b>D</b>	Unlikely to occur, but not impossible

(3) Assign the Risk Assessment Code (RAC). The RAC is an expression of risk that combines the elements of hazard severity and mishap probability. In some cases, the worst credible consequence of a hazard may not correspond to the highest RAC for that hazard. It is important to consider less severe consequences of a hazard if they are more likely than the worst credible consequence since this combination may present a greater overall risk. The RAC is a level of risk for each hazard expressed as a single Arabic number as portrayed in the Basic Risk Assessment Matrix in Figure 1-3.

<b>Table 1-3. Basic Risk Assessment Matrix</b>					
<b>Risk Assessment Matrix</b>		<b>Probability</b>			
		A	B	C	D
<b>Severity</b>	I	1	1	2	3
	II	1	2	3	4
	III	2	3	4	5
	IV	3	4	5	5
Risk Assessment Codes (RAC) 1-Critical 2-Serious 3-Moderate 4-Minor 5-Negligible					

**c. Make Risk Decisions**. Starting with the most serious hazard, develop one or more control options that will either avoid the hazard or reduce the risk to an acceptable level consistent with task or mission accomplishment. With selected controls in place, decide if the residual risk is acceptable and

the benefit outweighs the risk. This decision must be made at the right level and by the appropriate individual who can balance the risk against the task or mission.

**d. Implement Controls.** The critical check for this step is to ensure that controls are converted into clear, simple execution orders understood at all levels. This requires that the plan is clearly communicated to all involved personnel, accountability is established, and the requisite support is provided.

**e. Supervise.** Supervision involves conducting follow-up evaluations of the controls to ensure they remain in place and have the desired effect. Engaged supervision includes monitoring the effectiveness in the implementation of risk controls, ensuring after actions capture lessons learned, and identifying any new hazards that may arise or subsequent adjustments needed to previously established controls.

**3. RISK MANAGEMENT FOR MCMAP.** Due to the physical nature of MCMAP, all MAI/T's are required to monitor and maintain a safe training requirement. CO's/OIC's are required to ensure MCMAP is reviewed and executed safely as part of the unit's overall safety program.

**a. Responsibility of the MAI.** As a Martial Arts Instructor you will be teaching techniques, supervising free sparring, and conducting combat conditioning, sustainment, and integration. The MAI is responsible for the safety of their students while conducting all types of martial arts training. All established safety parameters for each event must be understood, practiced, and enforced by the MAI. The MAI will use the baseline Risk Assessment Worksheets (RAW) from the MACE to produce RAW's specific to their unit. The MAI is NOT authorized to deviate from the approved training standards, or develop RAW's for new martial arts training. If the MAI needs assistance with RAW's they will seek guidance from an MAIT, the MACE, or a SNCO or Officer.

**b. Responsibility of the MAIT.** Martial Arts Instructor Trainers have additional responsibility beyond that of the MAI. They supervise the martial arts training conducted within their unit to ensure all established safeties are adhered to. They are the commander's subject matter expert on MCMAP, to include safety and Risk Management. The MAIT can create new sustainment and integration training to aid their unit's mission by combining MOS skills or unit tasks with martial arts training. This will require the MAIT to develop new RAW's which must be

reviewed, approved, and signed by their unit's Commanding Officer. If the MAIT needs assistance with RAW's they will seek guidance from another MAIT, the MACE, or a SNCO or Officer.

c. **Responsibility of the MACE.** The MACE is responsible for developing the safety parameters for all approved martial arts training. They also review and update all MCMAP RAW's annually, and provide the baseline RAW's for use by all MAI/T's. The MACE is resource available to assist all MAI's and MAIT's with completing RAW's.

4. **RISK ASESMENT WORKSHEET.** All MAI's must be able to complete RAW's using the template provided by the MACE. The MAI may add, but never take away, hazards and controls specific to the training environment within their unit. The risk decision authority for martial arts training will be the appropriate commander based on the level of training being conducted, such as the Platoon or Company Commander. The risk decision authority has the final say when evaluating Risk Management within their unit. An example MCMAP RAW is located at the end of this chapter.

**REFERENCES:**

Marine Corps Martial Arts Program, MCO 1500.59\_

Risk Management, MCO 3500.27\_

Example MCMAP Risk Assessment Worksheet

<b>MISSION:</b> Combat Conditioning	<b>LESSON DESIGNATOR:</b> MAIB 1060	<b>DATE BEGAN:</b> 20150101 <b>DATE ENDED:</b> 20151231	<b>DATE PREPARED:</b> 20141201
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<b>PREPARED BY:</b> Rank Name / Duty Position	<b>SIGNATURE</b>
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IDENTIFY HAZARDS		ASSESS HAZARDS	MAKE RISK DECISIONS	IMPLEMENT CONTROLS	SUPERVISE	
STEP	HAZARD	INITIAL RAC	CONTROLS	RESIDUAL RAC	HOW TO IMPLEMENT	HOW TO SUPERVISE
All steps	Student becomes overheated during training	IIB2	-Students will have water at all times -Hydration is continuous	IIC3	-Brief students that they will have water at all times -IT allows students to hydrate at will	-Squad IT's ensure students have water source at all times -5 gallon water jug will be available for refills
Obstacle Course	Student injured from falling off an obstacle	IIB2	-Students practice proper technique -Students will be on full duty	IIC3	-IT will demonstrate proper technique -IT will not allow light duty students to run the course	-IT's will ensure students use correct technique on obstacles -Chief Instructor will be briefed of duty status
Buddy Squats	Exercise may cause back injury	IIIC4	-Pair by height and weight -Increase reps with fitness	IIID5	-IT pairs students by height/weight -IT chooses appropriate reps IAW drills by belt level	-Chief Instructor ensures students are paired properly -Chief Instructor ensures reps are appropriate

**CEASE TRAINING CRITERIA:** Any person present may call cease training if they witness an unsafe act. Once the situation is rectified, the Chief Instructor will give the command to resume training.

<table border="1"> <tr> <th colspan="2">Risk Assessment Matrix</th> <th colspan="4">Probability</th> </tr> <tr> <th></th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> </tr> <tr> <th rowspan="4">Severity</th> <th>I</th> <td>1</td> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <th>II</th> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <th>III</th> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <th>IV</th> <td>3</td> <td>4</td> <td>5</td> <td>5</td> </tr> </table>	Risk Assessment Matrix		Probability					A	B	C	D	Severity	I	1	1	2	3	II	1	2	3	4	III	2	3	4	5	IV	3	4	5	5	<b>OVERALL RISK LEVEL: (select one)</b> RAC 1 (Critical) RAC 2 (Serious) <b>RAC 3 (Moderate)</b> RAC 4 (Minor) RAC 5 (Negligible)			<b>RISK DECISION AUTHORITY:</b>  <hr/> <p style="text-align: center;"><b>Rank Name</b> <b>Commanding Officer</b></p>		
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\*This is an example to show the parts of an RAW and should not be used as a complete RAW