



UNITED STATES MARINE CORPS  
MARINE CORPS LOGISTICS BASE  
814 RADFORD BOULEVARD SUITE 20302  
ALBANY GA 31704-0302

MCLBAO 3500.1A  
PSD7004

OCT 20 2015

MARINE CORPS LOGISTICS BASE ALBANY ORDER 3500.1A

From: Commanding Officer  
To: Distribution List

Subj: RISK MANAGEMENT

Ref: (a) MCO 3500.27C

Encl: (1) Instructions to Complete a RM Worksheet  
(2) Risk Management Worksheet

1. Situation. Risk is inherent in everything we do. Risk and the resulting losses, mishaps, and waste are a part of modern day life. We control many risks but injuries and property damages indicate that there is still work to be done. Mishaps directly cost millions of dollars each year, and the indirect costs are several times higher. Losses due to uncontrolled risk degrade our ability to successfully accomplish our mission. They steal resources from our organization and our families. In many cases we are our own worst enemy by making poor decisions due to bad habits, ignorance, poor planning, and haste. The revised United States Marine Corps (USMC) Risk Management (RM) program in reference (a) provides an invaluable systemic tool to identify and assess hazards; determine their risk; develop, evaluate and select controls; make risk decisions, and implement and manage those decisions to improve our effectiveness and conserve our resources.

2. Cancellation. BO 3500.1.

3. Mission. Marine Corps Logistics Base (MCLB) Albany will continue to use the RM process as a tool and implement the provisions in this Order to ensure mission accomplishment while protecting our valuable resources from undesirable outcomes.

4. Execution

a. Commander's Intent. RM is not new to this command. RM is a tool that complements the Job Hazard Analysis (JHA). JHA is primarily designed for routine tasks. RM is used for new or complex events, operations, or processes. The updated USMC RM doctrine in the reference includes requirements to enhance its effectiveness and institutionalize the process in every aspect of our operation, to include off-duty activities and material acquisition. As an Occupational Safety and Health Administration (OSHA) Voluntary Protection Programs (VPP) Star site, we have demonstrated the benefit of employing the RM process during nearly every aspect of our operations and we will deliberately continue to use RM to prevent mishaps.

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b. Concept of Operations. Minimizing risk is the responsibility of everyone in the chain of command, from the Commanding Officer or Division Director, through the subordinate leaders in each organization, to every individual in the command. Managing risk is critical for all operations, whether for training or operations.

c. Tasks

(1) Installation Safety Manager

- (a) Establish and maintain RM policy for the command.
- (b) Evaluate the effectiveness of RM implementation during program audits and reviews.
- (c) Provide RM training resources.
- (d) Provide assistance in the completion of RM worksheets.

(2) Division Directors and Special Staff

- (a) Enforce the requirements of this Order within their organizations.
- (b) Conduct a thorough risk assessment for new or complex events, operations, or processes in order to identify hazards, assess those hazards, control the hazards, and make risk-based decisions. This process will be conducted per the instructions provided in enclosure (1) and documented on the worksheet in enclosure (2).
- (c) Integrate risk reduction controls and countermeasures into Standard Operating Procedures (SOPs), written processes, and safety briefings.
- (d) Provide initial training on the process of RM to all personnel. The level of training shall be commensurate with experience, and leadership position.
- (e) Provide biennial refresher RM training. Document all RM training in the Enterprise Safety Application Management System (ESAMS). Biennial training may be accomplished by:

1. Completion of the appropriate module(s) of the USMC RM Distance Learning Course Curriculum (DLCC). The website is <https://www.marinenet.usmc.mil>.

2. Classroom instruction or practical application exercises (i.e. small group, scenario-based, etc.) led by a GS-0018 safety and occupational health specialist or designated RM Instructor (RMI). Classroom instruction will include: key aspects of RM, principles of RM, levels of RM (5-step RM process and time-critical RM), and use of the RM worksheet.

(f) Unit safety officers shall retain a copy of all completed RM worksheets for a period of two years.

(3) Company Commander, Headquarters and Service Company

(a) Enforce the requirements of this Order within the unit.

(b) Conduct a thorough risk assessment for new or complex events, operations, or processes in order to identify hazards, assess those hazards, control the hazards, and make risk-based decisions. This process will be conducted per the instructions provided in enclosure (1) and documented on the worksheet in enclosure (2).

(c) Integrate risk reduction controls and countermeasures into SOPs, written processes, checklists, and safety briefings.

(d) Designate the Company Safety Officer as the command's Risk Management Instructor (RMI). Include this responsibility in the Marine's Command Safety Officer appointment letter. The RMI qualification shall be completed prior to, or within 30 days of, designation and can be earned by completing all of the modules of the USMC RM Distance Learning Course Curriculum or graduating from one of the following: the U.S. Army Combat Readiness Center Career Program (CP-12) course, the Ground Safety for Marines course, the Aviation Safety Officer course, or the Aviation Safety Command course. The RMI duties are specified in reference (a).

(e) Provide initial training on the process of RM to all personnel. The level of training shall be commensurate with experience, and leadership position.

(f) Provide biennial refresher RM training. Document all RM training in the Enterprise Safety Application Management System (ESAMS). Biennial training may be accomplished by:

1. Completion of the appropriate module(s) of the USMC RM DLCC. The website is <https://www.marinenet.usmc.mil>.

2. Classroom instruction or practical application exercises (i.e. small group, scenario-based, etc.) led by a designated RM Instructor (RMI). Classroom instruction will include: key aspects of RM, principles of RM, levels of RM (5-step RM process and time-critical RM), use of the RM worksheet.

(g) The Company Safety Officer shall retain a copy of all completed RM worksheets for a period of two years.

(5) Supervisors

(a) Continue to use and document the RM process in your work areas.

(b) Emphasize adherence to safety standards, SOPs, and other risk assessment tools such as JHA.

(c) Share with colleagues successful risk reduction controls and countermeasures.

(6) Marines and Civilian Marines

(a) Understand and apply the RM process and individual safety responsibilities.

(b) Take the necessary steps to correct unsafe conditions/acts. Immediately report near miss events.

5. Administration and Logistics

a. Managers shall provide adequate fiscal resources to implement RM to meet the requirements of this Order and other applicable directives.

b. Records created as a result of this Order shall include records management requirements to ensure the proper maintenance and use of records, regardless of format or medium, to promote accessibility and authorized retention per the approved records schedule.

6. Command and Signal

a. Command. This order is applicable to all personnel aboard MCLB Albany. Risk decision authority in this Command is:

(a) RAC 1 - Base Commanding Officer

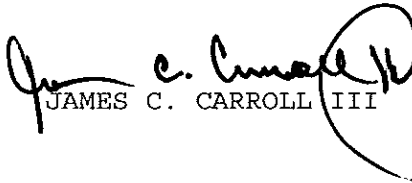
(b) RAC 2 - Base Executive Officer

(c) RAC 3 - Division Directors

(d) RAC 4 - Company Grade Officers, Branch Heads

(e) RAC 5 - SNCO, First-line Supervisor

b. Signal. This Order is effective the date signed.

  
JAMES C. CARROLL III

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## RISK MANAGEMENT WORKSHEET GUIDE

BLOCK

1. **Exercise/Operation/Event** - Enter the name of the exercise, operation, or event.
2. **Date** - enter date when the exercise is planned to begin and when it is planned to be completed.
3. **Date prepared** - Enter year/month/day the worksheet was prepared.
4. **Designator number** - Enter the designator number for the exercise if applicable. This is usually a sequence starting with your office code.
5. **Prepared by** - Enter the rank, last name and position of the person who prepared the worksheet.
6. **Identify hazards** - Identify hazards that are most likely to result in accidental injury, damage, or mission degradation. List hazards with the most critical to least critical.
7. **Initial risk level** - Determine the risk of each hazard by applying the Risk Assessment Code for each hazard. Use the Risk Assessment Matrix in reference (a) to get the code.
8. **Develop controls** - For each hazard develop one or more controls to eliminate or reduce the risk of a hazard.
9. **Residual risk level** - For each hazard, determine the Risk Assessment Code to determine the level once the control measures are established. Use the Risk Assessment Matrix in reference (a) to get the code.
10. **How to implement** - For each control listed in block 8 identify how will it be put into effect and/or communicated to the personnel who will make it happen.
11. **How to supervise** - Enter how each control will be monitored to ensure it is implemented.
12. **Controls effectiveness** - After the exercise is completed, determine the effectiveness of each control reducing the risk of the targeted hazard. Enter "yes" if the control was effective. Enter "no" if the control was not effective. For each control that was not effective, determine why and what to do the next time this hazard is identified.
13. **Overall risk level after controls are implemented** - This is the same as the hazard with the highest residual risk for the exercise.
14. **Risk decision authority** - Enter the rank, name, and position of the decision making authority for the level of risk involved in block 13.

