



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

MCLBAO 3500.1B
CO
14 Feb 23

MARINE CORPS LOGISTICS BASE ALBANY ORDER 3500.1B

From: Commanding Officer, Marine Corps Logistics Base Albany
To: Distribution List

Subj: RISK MANAGEMENT

Ref: (a) MCO 5100.29C Volume 2

Encl: (1) DD Form 2977 Deliberate Risk Assessment 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 can directly cost millions of dollars each year, but the indirect costs are often 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, inexperience, 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 ultimately implement and manage those decisions to improve our effectiveness and conserve our resources.

2. Cancellation. MCLBAO 3500.1A.

3. Mission. Marine Corps Logistics Base Albany will continue to use the risk management 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. Risk management is not new to this command; however, it is a tool that complements the job hazard analysis (JHA). The JHA process is primarily designed for routine tasks. RM is used for new or complex events, operations, or processes. The updated Marine Corps RM doctrine in the reference includes requirements to enhance its effectiveness in order to process every aspect of our operation, including 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.

b. Concept of Operations. Leaders manage risks. 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 training and operations.

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c. Tasks

(1) Installation Safety Manager

- (a) Establish and maintain a 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 enclosure (1), using the Joint Risk Assessment Tool (JRAT).
- (e) Provide command-specific RM overview for all military and civilian personnel during the check-in process.

(2) Division Directors and Special Staff

- (a) Enforce the requirements of this Order within your organizations.
- (b) Conduct a thorough risk assessment for new or complex events, operations, or processes using the five steps of RM in order to identify hazards, assess those hazards, make risk decisions, implement controls, and supervise and evaluate. This process will be conducted using JRAT, a web-based software application that assists the user with completing a deliberate risk assessment form. (<https://jrat.safety.army.mil/login.aspx>)
- (c) Integrate risk reduction controls and countermeasures into standard operating procedures (SOP), 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 (five step RM process and time-critical RM), use of the DD Form 2977 Deliberate Risk Assessment Worksheet (DRAW).
- (f) Unit safety officers shall retain a copy of all completed DD Form 2977 DRAWs for a period of two years.

(3) Company Commander

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

(b) Conduct a thorough risk assessment for new or complex events, operations, or processes using the five steps of RM in order to identify hazards, assess those hazards, make risk decisions, implement controls, and supervise and evaluate. Personnel shall use the JRAT, a web-based software application that assists the user with completing a deliberate risk assessment form. Users can log on JRAT using the following link by selecting Marine Corps at the login prompt on main page.
<https://jrat.safety.army.mil/login.aspx>

(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 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 DLCC 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 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 RMI. Classroom instruction will include: key aspects of RM, principles of RM, levels of RM (five 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.

(4) 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 the JHA.

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

(5) 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 directives as applicable.

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 Marine Corps Logistics Base (MCLB) Albany Installation command. Risk decision authority in this command is:

- (1) RAC 1 - Base Commanding Officer or Executive Director (as approved)
- (2) RAC 2 - Base Executive Officer
- (3) RAC 3 - Division Directors
- (4) RAC 4 - Company Grade Officers, Branch Heads
- (5) RAC 5 - Staff Noncommissioned Officers, First-line Supervisors

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

M. J. FITZGERALD

DISTRIBUTION: A

DELIBERATE RISK ASSESSMENT WORKSHEET

1. MISSION/TASK DESCRIPTION	2. DATE (DD/MM/YYYY)
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3. PREPARED BY		
a. Name (Last, First, Middle Initial)	b. Rank/Grade	c. Duty Title/Position
d. Unit	e. Work Email	f. Telephone (DSN/Commercial (Include Area Code))
g. UIC/CIN (as required)	h. Training Support/Lesson Plan or OPORD (as required)	i. Signature of Preparer

Five steps of Risk Management: (1) Identify the hazards (2) Assess the hazards (3) Develop controls & make decisions
 (4) Implement controls (5) Supervise and evaluate (Step numbers not equal to numbered items on form)

4. SUBTASK/SUBSTEP OF MISSION/TASK	5. HAZARD	6. INITIAL RISK LEVEL	7. CONTROL	8. HOW TO IMPLEMENT/ WHO WILL IMPLEMENT	9. RESIDUAL RISK LEVEL
				How: Who:	
				How: Who:	
				How: Who:	
				How: Who:	
				How: Who:	

Additional entries for items 5 through 9 are provided on page 2.

10. OVERALL RESIDUAL RISK LEVEL (All controls implemented):
<input type="checkbox"/> EXTREMELY HIGH <input type="checkbox"/> HIGH <input type="checkbox"/> MEDIUM <input checked="" type="checkbox"/> LOW

11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION

12. APPROVAL OR DISAPPROVAL OF MISSION OR TASK			
		<input type="checkbox"/> APPROVE	<input type="checkbox"/> DISAPPROVE
a. Name (Last, First, Middle Initial)	b. Rank/Grade	c. Duty Title/Position	d. Signature of Approval Authority

e. Additional Guidance:

DELIBERATE RISK ASSESSMENT WORKSHEET

Risk Assessment Matrix		Probability (expected frequency)				
		Frequent: Continuous, regular, or inevitable occurrences	Likely: Several or numerous occurrences	Occasional: Sporadic or intermittent occurrences	Seldom: Infrequent occurrences	Unlikely: Possible occurrences but improbable
Severity (expected consequence)		A	B	C	D	E
Catastrophic: Death, unacceptable loss or damage, mission failure, or unit readiness eliminated	I	EH	EH	H	H	M
Critical: Severe injury, illness, loss, or damage; significantly degraded unit readiness or mission capability	II	EH	H	H	M	L
Moderate: Minor injury, illness, loss, or damage; somewhat degraded unit readiness or mission capability	III	H	M	M	L	L
Negligible: Minimal injury, loss, or damage; little or no impact to unit readiness or mission capability	IV	M	L	L	L	L

Legend:

EH – extremely high risk **H** – high risk **M** – medium risk **L** – low risk

13. RISK ASSESSMENT REVIEW (Required when assessment applies to ongoing operations or activities)

a. Date	b. Last Name	c. Rank/Grade	d. Duty Title/Position	e. Signature of Reviewer

14. FEEDBACK AND LESSONS LEARNED

15. ADDITIONAL COMMENTS OR REMARKS

Instructions for Completing DD Form 2977, "Deliberate Risk Assessment Worksheet"

<p>1. Mission/Task Description: Briefly describe the overall Mission or Task for which the deliberate risk assessment is being conducted.</p>	<p>10. Overall Risk After Controls are Implemented: Assign an overall residual risk level. This is the highest residual risk level (from block 9).</p>
<p>2. Date (DD/MM/YYYY): Self Explanatory.</p>	<p>11. Supervision Plan and Recommended Course of Action: Completed by preparer. Identify specific tasks and levels of responsibility for supervisory personnel and provide the decision authority with a recommend course of action for approval or disapproval based upon the overall risk assessment.</p>
<p>3. Prepared By: Information provided by the individual conducting the deliberate risk assessment for the operation or training . Legend: UIC = Unit Identification Code; CIN = Course ID Number; OPORD = operation order; DSN = defense switched network; COMM = commercial</p>	<p>12. Approval/Disapproval of Mission/Task: Risk approval authority approves or disapproves the mission or task based on the overall risk assessment, including controls, residual risk level, and supervision plan. Space provided for authority to provide additional guidance; use continuation page if needed.</p>
<p>4. Sub-task/Sub-Step of Mission/Task: Briefly describe all subtasks or substeps that warrant risk management.</p>	<p>13. Risk Assessment Review: Should be conducted on a regular basis. Reviewers should have sufficient oversight of the mission or activity and controls to provide valid input on changes or adjustments needed. If the residual risk rises above the level already approved, operations should cease until the appropriate approval authority is contacted and approves continued operations.</p>
<p>5. Hazard: Specify hazards related to the subtask in block 4.</p>	<p>14. Feedback and Lessons Learned: Provide specific input on the effectiveness of risk controls and their contribution to mission success or failure. Include recommendations for new or revised controls, practicable solutions, or alternate actions. Submit and brief valid lessons learned as necessary to persons affected.</p>
<p>6. Initial Risk Level: Determine probability and severity. Using the risk assessment matrix (page 3), determine level of risk for each hazard specified. probability, severity and associated Risk Level; enter level into column.</p>	<p>15. Additional Comments or Remarks: Preparer provides additional comments, remarks, or information to support the risk assessment. If block 15 is used as a continuation of block 14, strike through the block number and title.</p>
<p>7. Control: Enter risk mitigation resources/controls identified to abate or reduce risk relevant to the hazard identified in block 5.</p>	<p>Additional Guidance: Block 4-9 continuance page may be reproduced as necessary for processing of all subtasks/ substeps of the mission/task. If a complete page is not utilized, write "NOTHING FOLLOWS" on the first unused row, immediately after the final item assessed.</p>
<p>8. How to Implement / Who Will Implement: Briefly describe the means of employment for each control (i.e., OPORD, briefing, rehearsal) and the name of the individual unit or office that has primary responsibility for control implementation.</p>	
<p>9. Residual Risk Level: After controls are implemented, determine resulting probability, severity, and residual risk level.</p>	