



The Risk Management Process

This pocket guide is intended to provide soldiers with a brief summary of the I Corps risk management program. The complete program is contained in FL Pam 385-1-1, I Corps and Fort Lewis Risk Management Guide: Tactical Training and Operations. Comments and recommendations for improving this pocket guide are encouraged and welcomed. The proponent is Commander, I Corps and Fort Lewis, ATTN: AFZH-SA (Safety), Fort Lewis, WA 98433-9500. Phone DSN 357-3079/6764, Comm: 253-967-XXXX. Email safety@lewis-ems1.army.mil.

What is Risk Management?

Risk management is the process of identifying and controlling hazards to protect the force. It applies to any mission and environment. The process has five steps. They are:

1 IDENTIFY HAZARDS

(p. 7-9)

Identify hazards to the force. Consider all aspects of current and future situations, environment, and known historical problem areas.

2 ASSESS HAZARDS

(p. 10-13)

Assess hazards to determine risks. Assess the impact of each hazard in terms of potential loss and cost based on probability and severity.

3 DEVELOP CONTROLS & MAKE RISK DECISION

(p. 10-15)

Develop control measures that eliminate the hazard or reduce its risk. As control measures are developed, risks are re-evaluated until all risks are reduced to a level where benefits outweigh potential costs.

4 IMPLEMENT CONTROLS

(p. 14-15)

Put controls in place that eliminate the hazards or reduce their risk

5 SUPERVISE & EVALUATE

(p. 17-22)

Enforce standards and controls. Evaluate the effectiveness of controls and adjust/update as necessary.

Risk Management Terms

- ACCIDENT** An unplanned event that causes personal injury or illness, or property damage.
- ASSESS HAZARDS** To judge the probability and likely severity of a given hazard, based on a combination of experience, factual evidence, analysis, inference and estimation.
- CONTROLS** Actions taken to eliminate hazards or reduce their risk
- EXPOSURE** The frequency and length of time subjected to a hazard.
- HAZARD** Any real or potential condition that can cause injury, illness, or death of personnel, damage to or loss of equipment, property or mission degradation.
- HAZARD ASSESSMENT MATRIX** A standardized means of evaluating the severity and probability of a given hazard, which results in a rating of either Low, Moderate, High, or Extremely High risk.
- PROBABILITY** The likelihood that an event will occur.
- RESIDUAL RISK** The level of risk remaining after controls have been identified and selected for hazards that may result in loss of combat power. Controls are identified and selected until residual risk is at an acceptable level or until it cannot be practically reduced further.
- RISK** Chance of hazard or bad consequences; exposure to chance of injury or loss. Risk level is expressed in terms of hazard probability and severity.

Risk Management Terms (Cont.)

RISK ASSESSMENT The first two steps in the risk management process, i.e. identify and assess hazards for their probability and severity.

RISK CONTROL One or more actions designed and executed to eliminate or lower the assessed risk level of a hazard or group of hazards.

RISK DECISION The decision to accept or not accept the risk(s) associated with an action; made by the individual responsible for performing that action.

RISK FACTOR CARD A set of selected key risk factor matrices for a given mission or operation. Risk factor cards can be used to track and identify changes in these key risk areas for the commander.

RISK MANAGEMENT PROCESS The five-step method used within the Army to identify, assess, and control hazards.

SEVERITY The expected consequence of an event in terms of degree of injury, property damage, or other mission-impairing factors (loss of combat power, adverse publicity, and so on) that could occur.

UNNECESSARY RISK A risk assumed by a commander which is not needed to accomplish a given mission.

UNIT SAFETY OFFICER The individual appointed IAW AR 385-10 to manage the safety program for the commander of a given unit.

The Big Picture - Risk Management in Action

MISSION

<i>Before</i>	<i>During</i>	<i>After</i>
Do Mission Risk Assessment Worksheets (MRAWs) from: METT-TC Next Accident Assessments Hazard Tables Safety Quizzes Accident History METL Risk Assessment	Update MRAWs as conditions change	Assess on MRAWs whether or not controls worked Do AAR items
Accept risks and controls or rework – sign off	Use Risk Factor Cards to monitor changing operational environment	Compile Risk Management Observations Listing
Include hazards and controls in OPORD and FRAGOs	O/Cs & evaluators do ongoing Risk Management Observations	Compile Risk Management Observation/ Assessment Summaries
Include hazards and controls in exercise directives/MTPs/LOIs	Risk Management	Summaries

AAR

Note: Shaded areas denote actions that apply to training management only. Details on all these tasks are in FL Pam 385-1-1, I Corps and Fort Lewis Risk Management Guide: Tactical Training and Operations.

METT-TC

Mission:

Specified, implied and subtasks.

Enemy and Threat:

Size and capability (SALUTE - Size, Activity, Location, Uniform, Time, Equipment)

Terrain/weather:

Environmental conditions.

Troops and Equipment:

Troops - training, type, number and physical condition
Equipment - amount, type, design, and condition

Time Available:

Plan, rehearse and conduct

Civilian Considerations:

Attitudes and activities

What are the Types of Accidents Soldiers Sustain?

Ground Operations

- *Wheeled vehicle*
- *Tracked vehicle*
- *Weapons handling*
- *Maintenance*
- *Materiel handling*
- *Combat soldiering*

Aviation Operations

- *Tree strike*
- *Wire strike*
- *Brownout*
- *Overtorque*
- *Hard landing*

What Causes Them?

Human Error (80%)

See pages 4-6

Environment (15%)

- *Surface/space (rough, inclined, slippery, confined, etc.)*
- *Illumination (dark, bright, etc.)*
- *Temperature/humidity (cold, hot, etc.)*
- *Precipitation (rain, ice, snow, etc.)*
- *Wind/turbulence*
- *Contaminents (carbon monoxide, fumes, chemicals, foreign object, debris, etc.)*
- *Animals/bugs/birds/snakes/poison plants*

Materiel/Equipment Failure (5%)

- *Wheeled vehicle (brakes, tires, electrical systems, etc.)*
- *Tracked vehicle (hatches, weapon system, tracks, etc.)*
- *Aircraft (fuel control, compressor, cargo hook/sling, etc.)*
- *Weapon (machinegun, pistol, pyrotechnic simulator, etc.)*
- *Maintenance (wheel split rims, winches/hoists, hand tools, etc.)*

What's Really Behind Accidents?

INDIVIDUAL (48%)

Soldier knows and is trained to standard, but elects not to follow standard (self-discipline):

- *Attitude*
- *Fatigue (self-induced)*
- *Overconfidence*
- *Alcohol, Drugs*
- *Haste*

LEADER (18%)

Leader does not enforce a known standard:

- *Direct supervision*
- *Unit command supervision*
- *Higher command supervision*

TRAINING (18%)

Soldier not trained to known standard (Insufficient, incorrect, or no training on task):

- *School*
- *Unit*
- *Experience, OJT*

STANDARDS (8%)

Standards or procedures are not clear or practical, or do not exist.

- *Task/Condition/Standard (MTP. Common task)*
- *Operating Procedures (AR, TM, FM, SOP, ETC)*

SUPPORT (8%)

- *Equipment improperly designed/ resources not provided*
- *Insufficient number or type of personnel*
- *Inadequate maintenance, facilities, or services*

These are the sources of hazards!

Mission Risk Assessment Worksheet

1. Unit: 1st Plt, Co B		2. Prepared by: 2LT Roger Ready, 1st Plt Ldr <i>(Rank/Last name/Duty Position)</i>		3. DTG Prepared: 1800 14 Feb 98		
4. Collective Mission/Task: Execute Attack ARTEP 7-8-MTP (7-3/4-1100)				5. DTG Begin: 0100 15 Feb 98 End: 0700 15 Feb 98		
6. Leader Task: N/A			7. Individual Task: N/A			
8. Hazards	9. Initial Risk Level*	10. Controls	11. Residual Risk Level*	14. How to Implement	15. How to Supervise	16. Controls Effective ?
Obstacles	E	Develop and use obstacle reduction plan	H	Unit TACSOP, OPORD, Eng Handbook	Cont supv	
Inexperienced soldiers	H	Ensure experienced soldiers are distributed throughout the platoon	M	Battle roster	Cont supv	
Operating under limited visibility	E	Use NVDs; Use IR markings on vehicles	E	Unit TACSOP; OPORD	Cont supv	
Steep cliffs	H	Rehearse use of climbing ropes	M	TC 90-6-1, Mountaineering	Cont supv	
Insufficient planning time	E	Use platoon chain of command to prepare for mission while you complete plan	H	OPORD; Troop-leading procedures	Cont supv	
12. Overall risk level after controls are implemented (Circle one) LOW MODERATE HIGH <u>EXTREMELY HIGH</u>				13. Risk Decision Authority: (Rank/Last Name/Duty Position, DTG and Signature) LTC Bart Braveheart, BN CDR, 980212		

* From Hazard Assessment Matrix

Mission Risk Assessment Worksheet Elements

Unit: Unit that is assigned the mission or task being assessed.

Prepared by: Enter the rank, last name and duty position of the person who actually prepared the risk assessment. If more than one involved, enter the senior individual.

DTG prepared: Enter the Date/Time group the worksheet was actually completed.

Collective Mission/Task: Describe the mission or task to be executed. For example: Platoon Attack by Fire. If the assessment is for a leader or individual task, tracing these to the collective task being supported is optional, but recommended.

DTG Begin/End: Starting and completion times and dates for the mission or tasks, if applicable.

Leader Task/Individual Task: Enter either the leader or individual task (or both) if applicable to the analysis. The decision on whether to enter Collective, Leader, or Individual tasks depends on the mission.

Hazards: Identify individual hazards by reviewing METT-TC facts for this mission/task. The objective is to identify hazards that are most likely to result in accidental injury or damage.

Initial Risk Level: Determine the initial risk of each hazard by applying the Hazard Assessment Matrix. For each hazard, enter in Block 9. its risk level. That is, enter M(Moderate), H(High) or EH(Extremely High).

Controls: For each hazard listed, develop and enter one or more controls to eliminate or reduce the risk. As needed, specify the who, what, where, when and how of each control. Sources are the same as those listed above to identify Hazards.

Residual Risk Level: For each hazard, use the Hazard Assessment Matrix again to estimate the level of risk remaining after the recommended controls are implemented.

Overall risk level after controls are implemented: Determine the overall risk for the mission or task. Use procedures outlined in unit SOP. The recommended approach is to assign a risk level equal to the highest residual individual hazard risk. Circle the risk level in Block 12 at the bottom of the worksheet.

Risk Decision Authority: This is the name of the person accepting the level of residual risk for this mission or task, along with his initials and the date and time of the decision.

How to Implement: For each hazard control, enter how it will be put in effect or communicated to the personnel who will make it happen. For example: instructions, SOPs, or rehearsals.

How to Supervise: For each control, enter how it will be monitored to ensure it is implemented. For example: Continuous supervision, spot checks, situation reports, the buddy system or soldier self-discipline.

Controls Effective?: After the mission/task is completed, determine the effectiveness of each control at reducing the risk of the targeted hazard. In this Block, enter "yes" if the control was effective, "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, and save this with the completed assessment. For example: change the control, develop a different control, or change the estimated residual risk level.

Hazard Assessment Matrix

E - Extremely High H - High M - Moderate L - Low			PROBABILITY				
			Frequent	Likely	Occasional	Seldom	Unlikely
			A	B	C	D	E
SEVERITY	Catastrophic	I	E	E	H	H	M
	Critical	II	E	H	H	M	L
	Moderate	III	H	M	M	L	L
	Negligible	IV	M	L	L	L	L

SEVERITY CRITERIA AND DESCRIPTIONS

I. Catastrophic	Death or permanent total disability, system destruction, major property damage. Lost the ability to accomplish mission.
II. Critical	Permanent partial disability, temporary total disability, major system damage, or significant property damage. Can't accomplish mission to standards or can't execute portions of mission.
III. Marginal	Temporary disabling injury, lost workday case, minor system damage, minor property damage. Degrades ability to accomplish mission capabilities to standards.
IV. Negligible	First aid or minor supportive medical treatment, minor system impairment. Little or no impact on mission.

PROBABILITY CRITERIA AND DESCRIPTIONS

	A. Frequent	B. Likely	C. Occasional	D. Remote	E. Unlikely
<i>Individual item</i>	Occurs often in life of item or system	Expect several times during item life	Expect sometime during item life	Possible to occur in item life	Assume will not happen in item life
<i>Fleet or inventory of items</i>	Continuously experienced	Numerous cases, but intermittent	Several times in fleet/ inventory life	Isolated incidents	Rare but not impossible
<i>Individual soldier</i>	Occurs often in career	Several times in career	Expect sometime in career	Possible sometime in a career	Assume will not happen in a career
<i>All soldiers exposed</i>	Continuously experienced	Numerous, but intermittent	Sporadic occurrence	Isolated occurrences	Rare but not impossible

DETERMINING RISK ACCEPTANCE AUTHORITY

- Use the Mission Risk Assessment Worksheet and the Hazard Assessment Matrix to identify and assess hazards for each section or phase of the mission. After controls have been selected to eliminate the identified hazards or reduce their risk, the leader determines the level of residual risk for the selected course of action (COA).
- The leader responsible for executing the mission or task decides to accept or not the COA's risk level. This must be based on whether the mission's potential benefits outweigh the potential costs. Use the following guidance to determine which level of command may accept what level of risk.
 - *The commander, leader or individual responsible for executing the mission or task—*
 1. *Is authorized to accept MODERATE & LOW risk levels.*
 2. *Will elevate HIGH & EXTREMELY HIGH risk decisions to the next level in the chain of command.*

Controls for the Most Common Hazards

Vehicle deficiencies not identified or fixed due to improper PMCS

- Report deficiencies to proper authority immediately
- Ensure proper PMCS by conducting maintenance spot checks on vehicles before dispatch/operation

Unsafe Road Conditions (wheeled vehicles)

- Select and brief routes that minimize these unsafe conditions:
 - Slippery surfaces (wet, muddy, icy)
 - Inclines
 - Curves
 - Narrow, congested passages

Excessive Speed

- Brief TC's, senior occupants, and others on speed limits for:
 - Road, trail, terrain hazards
 - Limited visibility
 - Convoy catch-up
 - Bivouac areas and battle positions
 - Closed and open NBC protection modes

Following too closely

- Set convoy vehicle intervals based on condition of drivers, visibility, road and vehicle condition. Increase intervals for:
 - Fatigued drivers
 - Limited visibility (night, fog, rain, snow, dust)
 - Slippery and rough roads
 - Vehicles heavily loaded or in poor condition

Improper ground guiding

- Ground guide required while:
 - Operating in limited visibility
 - Operating in congested areas (bivouac, maintenance, assembly, battle positions)
 - Vehicle intercom system inoperative (tracked vehicles only)

Unsecure/Unstable Load

- Ensure loads are secured according to load plan and applicable manuals
Spot check vehicles with emphasis on cargo center of gravity, ammo, and pyrotechnics

Vehicle Fire

Controls for the Most Common Hazards

- Brief and rehearse fire procedures according to appropriate operators manuals

Vehicle Rollover

- TC/senior occupant briefs rollover procedures and ensures rollover drills are conducted

Improper Turning

- Yield the right-of-way
- Avoid oversteering
- Perform U-turns only in authorized areas and locations

Improper Passing

- Pass other vehicles only when safe, considering road, visibility, and traffic conditions
- Know the clearance speed if needed for both vehicle and trailer

Unsecure hatches and ramps

- Inspect and repair unsafe conditions
- Secure with locking pin or latch devices during operation

Crew/passengers exposed during operation on rough terrain (tracked vehicles)

- Be sure that position is no higher than “nametag defilade”
- Stow and secure equipment and cargo according to load plan

Wear seatbelts when seated

Improper crew coordination (tracked vehicles)

- Positive communication (confirm that crewmembers receive and understand your communication or signal)
- Announce decision/action
- Perform all actions in the proper sequence and at the right time
- Provide and request assistance when needed

Improper passenger seating (wheeled vehicles)

- Spot check vehicles to see that:
 - No passengers are in the last convoy vehicle, or in the trailer/cargo area of vehicles carrying ammo, explosives, or hazardous material
 - Only driver and passenger in the cab of vehicles with manual transmissions
 - Seating provides three points of contact on fixed surfaces inside side boards

Hot- and cold-weather injuries

- Identify soldiers not acclimatized or who have had previous hot/cold injuries

Controls for the Most Common Hazards

- Report these soldiers to the chain of command
- Assign appropriate duties
- Watch closely for symptoms
- Enforce work, rest and hydration schedules
- Adjust work load during temperature extremes (over 80°F, under 32°F)

Dismounted movement in conditions of limited visibility or adverse terrain

- Use night vision devices
- Wear eye protection
- Run and jump only when tactically necessary
- If you cannot see - STOP!
- Use marked lanes when available
- Warn others of hazards encountered
- Maintain three points of contact on steep or slippery slopes

Improper lifting/carrying of weapons and individual equipment

- Brief/enforce the following:
 - Use safe lifting, balancing, carrying techniques
 - Schedule breaks and rotate heavy loads during breaks
 - Treat every weapon as if it's loaded
 - Keep blank and live ammo separately
 - Keep weapons on SAFE until ready to fire
 - Do not use weapons as a support or pull stick

***Watch out for these hazards—
Don't let yourself or another soldier tolerate them!***

Leader's Risk Control Quick Check	Yes	No
QUALIFICATION		
• Licenses _____	_____	_____
• Leader/NCO certification _____	_____	_____
• Combat Lifesavers _____	_____	_____
TRAINING		
• Drivers training (wheeled and tracked)		
-- Adverse weather/terrain _____	_____	_____
-- Choosing safe speed for conditions _____	_____	_____
-- Convoy procedures (tactical and nontactical) _____	_____	_____
-- Vehicle capabilities _____	_____	_____
-- PMCS (before, during and after) _____	_____	_____
-- Ground-guide procedures (signal, distance) _____	_____	_____
• Drivers training (tracked only)		
-- Rollover procedures (passengers and crew) _____	_____	_____
-- Crew coordination _____	_____	_____
• Material handling		
-- Lifting, carrying, balance, footing _____	_____	_____
• Loading and securing (vehicles and trailers)		
-- Equipment _____	_____	_____
-- Personnel _____	_____	_____
• Night operations		
-- METL, collective and individual tasks _____	_____	_____
• Night vision devices		
-- Capabilities _____	_____	_____
-- Maintenance _____	_____	_____
-- Wear while performing:		
METL _____	_____	_____
Collective tasks _____	_____	_____
Individual tasks _____	_____	_____
• Weapons handling (safety procedures)		
-- Ammunition _____	_____	_____
-- Duds _____	_____	_____
-- Pyrotechnics _____	_____	_____
-- Lasers _____	_____	_____
-- Fratricide prevention _____	_____	_____
-- Cleaning _____	_____	_____
-- Limited visibility and adverse weather _____	_____	_____

Leader's Risk Control Quick Check (Page 2)	Yes	No
TRAINING (Continued) <ul style="list-style-type: none"> • Poisonous plants _____ • Wild animals, snakes and insects _____ • Procedures to report accidents and hazards _____ • Hot- and cold-weather injury prevention _____ • Actions during adverse weather (lightning/high winds/floods) _____ • Terrain walk (time permitting) _____ 	<input type="checkbox"/> 	<input type="checkbox"/>
EXPERIENCE <ul style="list-style-type: none"> • Newly assigned personnel <ul style="list-style-type: none"> -- Current _____ -- Proficient _____ 	<input type="checkbox"/> 	<input type="checkbox"/>
PHYSICAL DECISION-MAKING ABILITY <ul style="list-style-type: none"> • Well rested and alert _____ (Example: in last 24 hours, less than 15 hours continuous duty and more than 5 hours sleep) 	<input type="checkbox"/> 	<input type="checkbox"/>
EQUIPMENT (Personal Protective and Operational) <ul style="list-style-type: none"> • Personal Protective Equipment <ul style="list-style-type: none"> -- Seatbelts (when available) _____ -- Goggles and scarf (dust, mud, snow, rain) _____ -- Kevlar/CVC helmet _____ -- Hearing protection _____ • Night vision devices _____ • Tailgate and ramp safety (safety strap if applicable) _____ • Canvas/bows _____ • Insect repellent and stinger kits _____ 	<input type="checkbox"/> 	<input type="checkbox"/>
CLOTHING <ul style="list-style-type: none"> • Appropriate gear (seasonal) <ul style="list-style-type: none"> Inventory (accountability) _____ • NBC protective gear _____ 	<input type="checkbox"/> 	<input type="checkbox"/>
NOTES: 		

Things Change, People Change, Conditions Change-- How Can You Keep Track?

Updating Risk Assessment Worksheets

The most effective way to track current risk status of an operation or task is to maintain a periodic update on the Mission Risk Assessment Worksheets.

Periodic review of the Mission Risk Assessment Worksheets will shed light on the true nature of hazards in an operation. In addition, these reviews are sources of information for interim adjustments and after-action reviews. Maintain all adjustments and changes to the Mission Risk Assessment with other official documents. Keep the risk approving authority informed of and involved in all changes that affect residual risk levels.

Risk Factor Cards

Another way to track change in risk is by using Risk Factor Cards. The Unit Safety Officer uses a set of matrices to monitor a group of key indicators. The matrices are established during operation or event planning, and monitored with whatever frequency the commander desires (generally daily). Each matrix results in a point total that is added to the other matrices for a total risk score. Each matrix total can also be tracked independently.

I Corps has a standard set of matrices referred to as the Standard Risk Factor Card, HFL Form 385-1-11 (Figure 3-10). This card is designed for use when there is insufficient time or need to work up a more tailored view. By definition, it can't fit every situation. Commanders must look individually at each mission for risk factor assessment, just as they do for all other course of action criteria.

To use the risk factor card, evaluate each matrix based on best available information or opinion. Add the scores selected in each matrix for a total risk score. Establish in the organization Safety Program SOP the decision-making rules that accompany different levels of risk.

Risk Factor Cards by themselves are not a total risk management effort. The use of matrices to track indicators of change in key risk areas provides useful information to leaders. The use of a card or matrix to check conditions one time before deploying is of limited value.

**I CORPS AND FORT LEWIS
STANDARD RISK FACTOR CARD**

Side A

Date:

Executing Unit:

Mission:

Dates:

Location:

Planning

	Preparatory Time		
	Optimum	Adequate	Minimal
Guidance			
FRAGO	3	4	5
OPORD	2	3	4
OPLAN/LOI	1	2	3

Circle One

Score:

Command & Control

	Training Endurance		
	Support Nontactical/ Garrison	Day Tactical	Night Tactical
Task Organization			
OPCON	3	4	5
ATTACHED	2	3	4
ORGANIC	1	2	3

Circle One

Score:

Soldier Endurance

	Soldier Preparation		
	Optimum	Adequate	Minimal
Acclimatization			
Nonacclimated	3	4	5
Limited	2	3	4
Acclimated	1	2	3

Circle One

Score:

Soldier Selection

	Soldier Preparation		
	Highly Qualified	MOS Qualified	Untrained
Task			
Complex	3	4	5
Routine	2	3	4
Simple	1	2	3

Circle One

Score:

Side A Subtotal

HFL Form 385-1-11, Standard Risk Factor Card

I Corps and Fort Lewis Standard Risk Factor Card (Side A)

**I CORPS AND FORT LEWIS
STANDARD RISK FACTOR CARD**

Side B		Date:	
Executing Unit:			
Mission:			
Dates:		Location:	
Weather			
Temperature °F	Visibility/Moisture		
	Clear/Dry	Fog/Humid/Drizzle	Rain/Snow/Ice/Dust
< 31° or > 80°	3	4	5
32° - 59°	2	3	4
60° - 79°	1	2	3
Circle One			Score:
Terrain			
Type of Terrain	Trafficability		
	Improved	Secondary	Trail/Cross Country
Mountain/Desert/Jung	3	4	5
Hills	2	3	4
Flat/Rolling	1	2	3
Circle One			Score:
Sustainability			
Percentage Personnel Fill	Type of System		
	Wheel	Track	Crew Served
0-55%	4	5	5
56-79%	2	4	4
80-100%	1	2	2
Circle One			Score:
Operational Complexity			
Operation Length	Operational Area		
	Improved	Tactical	Unknown
> 24 hours	3	4	5
9-24 hours	2	3	4
up to 8 hours	1	2	3
Circle One			Score:
Subtotal Side A ____		Subtotal Side B ____	Total Risk Score:
Low Risk 8-15	Medium Risk 16-23	High Risk 24-31	Ext High Risk 32+

I Corps and Fort Lewis Standard Risk Factor Card (Side B)

Risk Management Integrated into Troop Leading Procedures						
Steps	Tasks and Subtasks	Identify Hazards	Assess Hazards	Develop Controls & Make Decisions	Implement Controls	Supervise and Evaluate
1.	Receive mission and perform initial METT-TC analysis	x				
2.	Issue the warning order	x				
3.	Make a tentative plan	x	x			
a.	Estimate the situation	x	x			
b.	Analyze the mission in detail	x	x			
c.	Develop situation and COAs for—					
(1)	Enemy situation (enemy COAs)	x	x			
(2)	Terrain and weather (OCOKA)	x	x			
(3)	Friendly situations (troops and time available)	x	x			
(4)	COAs (friendly)	x	x			
d.	Analyze COAs (wargame)	x	x			
e.	Compare COAs			x		
f.	Make decision			x		
g.	Expand selected COA into tentative plan			x		
4.	Initiate movement				x	
5.	Reconnoiter				x	
6.	Complete the plan				x	
7.	Issue the order				x	
8.	Supervise and refine the plan					x

