

DELIBERATE RISK ASSESSMENT WORKSHEET

1. MISSION/TASK DESCRIPTION NGRF Mission	2. DATE (YYYYMMDD) 20200824
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3. PREPARED BY		
a. Name (Last, First Middle Initial) 	b. Rank/Grade CW4	c. Duty Title/Position State Safety Officer
d. Unit WIARNG	e. Work Email 	f. Telephone (DSN/Commercial (Include Area Code))
g. UIC/CIN (as required) W8BTAA	h. Training Support/Lesson Plan or OPORD (as required) NGRF Mission in support of Law Enforcement	i. Signature of Preparer Digitally signed by Date: 2020 05 30 11:29:18 -05'00'

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
+ -	Preparation for Mission Execution: Ammunition Storage	Fire/Explosion	M	Brief any personnel entering the storage activity on the fire fighting plan for the ammunition storage area.	How: Direct supervision of ammunition storage areas by qualified individuals named on storage license Who: Qualified individuals named on storage license issued by State Safety Office	L
	Preparation for Mission Execution: Ammunition Storage	Fire/Explosion	M	Ensure no lighters or spark producing items enter ammunition storage areas of any type.	How: Direct supervision of ammunition storage areas by qualified individuals named on storage license Who: Qualified individuals named on storage license issued by State Safety Office	L
	Preparation for Mission Execution: Ammunition Storage	Fire/Explosion	M	Ensure field storage sites have an adequate number of serviceable 10BC rated fire extinguishers available and personnel are proficient in extinguisher employment. Ensure other field fire fighting tools are available to handle small fires not involving munitions.	How: Direct supervision of ammunition storage areas by qualified individuals named on storage license Who: qualified individuals named on storage license issued by State Safety Office	L

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+ - + - + - + - + -	Preparation for Mission Execution: Ammunition Storage	Pilferage	L	Ensure Ammunition Storage Areas are secured in accordance with AR 190-11 and local security requirements. Post guards with access rosters on field storage sites and when intrusion detection systems are not available.	How: Direct supervision and inspection Who: Accountable officer / Supply NCO	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	DA FORM 3020-R Magazine Data Cards will be used to validate quantities of ammo on hand and issued. Inventory must be taken in a field environment every twenty four hours and annotated on the Mag Data Card.	How: Direct supervision and inspection Who: Supply Sergeant / Accountable officer	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	H	Ensure maximum segregation distances between Less than lethal and ball and/or tracer ammunition. Identify each stack for easy recognition especially during night or low light operations. Under no circumstances will Less than lethal and lethal ammunition be stored on the same pallet or close enough for identification of the ammunition to be mistaken.	How: Direct supervision of handling personnel. Visual Inspection during and after issue Who: Qualified individuals, Squad and Platoon leadership	M
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure quantity distance rules are enforced to provide appropriate storage distances between all stacks of munitions.	How: Direct supervision and inspection Who: Qualified individuals named on storage license issued by State Safety Office	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure only compatible ammunition is stored together IAW DA PAM 385-64. Ensure all ammunition is segregated by DODIC and Lot Number.	How: Direct supervision and inspection Who: Qualified individuals named on storage license issued by State Safety Office	L

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+ - + - + - + -	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure ammunition storage activities, including field storage locations, are separated from other areas, including bivouac areas, by the proper distance IAW DA PAM 385-64 and local directives.	How: Direct supervision and inspection by qualified individuals Who: Ammo certified supervisors/inspectors	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure all unserviceable ammunition is stored away from serviceable stocks.	How: Direct supervision and inspection by qualified individuals Who: Ammo certified supervisors/inspectors	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure all residue material is removed from the storage area and stored separately for turn-in.	How: Direct supervision of handlers and inspection by qualified individuals Who: Ammo certified supervisors/inspectors	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure all ammunition remains in original packaging until ready for issue or use.	How: Direct supervision of handlers and end users and inspection by qualified individuals. Who: Ammo certified supervisors, handlers and issuers. Squad and Platoon Leadership	L
	Preparation for Mission Execution: Ammunition Storage	Improper Storage	M	Ensure all personnel wear proper PPE including goggles, leather gloves and steel toed boots when moving, handling and issuing ammunition.	How: Direct supervision of handlers and trained handlers Who: Ammo certified supervisors, handlers and issuers. Squad and Platoon Leadership	L

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+ - + - + - + -	Task: Preparation for Conduct of Mission - SPT of Law Enforcement	POV Travel, Motor Transport to assembly site: Traffic hazards, fatigue, equipment failure, external influences (drivers, weather, conditions)	H	Pre-Briefing, review of safe driving procedures and leadership expectations. Evaluation of conditions and weather and communication of timeline and expectations based on exigent factors.	How: Delivery with notification of activation, modified through contact channels Who: Platoon and squad leadership based on command direction	M
	Preparation for Mission Execution:	Preparation of material and equipment for movement to tactical assembly area: Military Vehicle inspection, Preparation and Configuration	H	Direct supervision, Verification of qualification level, observance of SA and proper procedures, inspection and verification of proper PPE	How: Observation and inspections of personnel and equipment in marshaling and material handling areas. Who: Squad, Platoon, and TF leadership	M
	Preparation for Mission Execution: SubTask: Movement of material, operational equipment and personal equipment	Pinching or crushing injuries. Musculoskeletal injuries due to lifting, bending, moving and load bearing. persons pinned by vehicle/equipment	H	Hazard Briefing prior to action. Coordinated planning and clear understanding of process, plan and requirements. Inspection and observance of proper procedure, equipment use and PPE.	How: Pre-planning, Coordination, inspection, observation and supervision. Who: Squad, Platoon and TF leadership	M
	Preparation for Mission Execution: SubTask: Soldier preparedness, rest, hygiene and support	Injuries or damage due to fatigue prior to mission execution. Lack of rest in transition from civilian occupation to military duty. Lack of resources and time to recover. Missing or unavailable resources. Dehydration, cleanliness or food sustainability issues.	M	Planning support resources; latrine, hygiene, rest, hydration and food pre-positioning, distribution and use. Observation, inspection and enforcement of personal care routines during mission	How: Planning an pre-positioning of resources. Observation, inspection and enforcement Who: Squad, Platoon and TF leadership.	L
	Preparation for Mission Execution: SubTask: Transport to tactical assembly area.	Personnel in military vehicles including troop carrying configurations of truck. Falling from cargo area, ejection, rapid deceleration due to accident or stoppage, rollover. Vehicle fire, Adverse weather	H	Execution of proper troop movement procedures in military vehicles IAW FM 21-305. Observation, inspection and enforcement of proper procedures.	How: Training, Supervision, Observation and inspection of equipment and personnel Who: Squad, Platoon and TF leadership.	M

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+ - + - + - + -	Task: Execution of Mission - SPT of Law Enforcement	Interaction with public while supporting law enforcement-show of force, protection of property, riot gear	EH	Training, clear understanding of expectations and procedures. Clear communication between civilian law enforcement and military members. Proper equipment and knowledge of capabilities. RUF, personal protection std.	How: Planning, practice and methods of communication Who: Squad, Platoon and TF leadership. Civilian LE LNO/leaders	H
	SubTask: Physical engagement - Melee weapons: Less than lethal	Struck by object or liquid, blunt force trauma, body fluids transfer, cuts, ground impact, falling, tripping.	EH	Properly employed protective equipment. Proper execution of standoff, protective postures and SA. Identification and direction of threat vectors.	How: Practice, Tactical competency, observation, direct supervision at the squad and platoon level Who: Squad, Platoon leadership	H
	SubTask: Physical engagement - Melee weapons - Lethal	Sharp objects, penetrating injuries, bladed weapons, cuts, blunt force trauma, stabs, burns.	EH	Properly employed protective equipment. Proper execution of standoff, protective postures and SA. Identification and direction of threat vectors.	How: Practice, Tactical competency, observation, direct supervision at the squad and platoon level Who: Squad, Platoon leadership	H
	SubTask: Engagement with ranged weapons: Less than lethal	Struck by thrown object, air powered weapons, caustic or flammable liquid	EH	Properly employed protective equipment. Proper execution of standoff, protective postures and SA. Identification and direction of threat vectors	How: Practice, Tactical competency, observation, direct supervision at the squad and platoon level Who: Squad, Platoon leadership	H
	SubTask: Engagement with ranged weapons - Lethal	Penetrating injuries from gunfire, explosive devices, incendiary devices, edged missiles.	EH	Properly employed protective equipment. Proper execution of standoff, protective postures and SA. Identification and direction of threat vectors, rule of use of force (RUF) personal protective posture	How: Practice, Tactical competency, observation, direct supervision at the squad and platoon level Who: Squad, Platoon leadership	H

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+ - + - + - + -	SubTask: Detainment / Detainee operations	Musculoskeletal injuries due to physical handling of detainees. Body fluid transfer while in contact with detainees. Bites, scratches	H	Training and proficiency in detainee operations conducted under LE. Personal protective posture, Personal protective equipment. Situational awareness and identification of threat type and vector.	How: Conduct training, clear communication with LE inspection, observation and supervision	M
					Who: Squad, Platoon and LE / incident management personnel	
	SubTask: Traffic management /Traffic direction	Impact or overrun by vehicle. Vehicle collision, Vehicle as a weapon or delivery of weapon (VBIED)	H	Training and proficiency in traffic management operations conducted under LE authority. Personal protective posture, Personal protective equipment. Situational awareness and identification of threat type and vector.	How: Conduct training, clear communication with LE inspection, observation and supervision	M
					Who: Squad, Platoon and LE / incident management personnel.	
	Conclusion of Mission, Retrograde Operations Recovery Operations	Musculoskeletal injuries, exposure injuries during troop movement, movement of equipment and ex-filtration.	H	Methodical execution based on plan, approved time line and SOP. Clear communication of plan and clear understanding of roles and responsibilities of individuals. Risk acceptance at the appropriate level	How: Clear plan for retrograde operations. Clear understanding by all involved. Maintain focus on mission	M
					Who: Squad, Platoon, TF and incident command observation, inspection and supervision	
+ -	SubTask: Movement of Troops and equipment to AA	Crushing, pinching or impact injuries due to moving equipment, vehicular accident or equipment movement	H	Trained operators, ground guides and marshalling area supervisors. Methodical execution IAW SOP and TM/TB. Operation within approved parameters. Management of Fatigue	How: Utilization of levels of oversight, Trained and qualified operators. Utilizing all appropriate resources	M
					Who: Squad, Platoon and marshalling area supervisors. Incident command management and LE management.	
+ -	SubTask: Consolidation of arms and ammunition for transport to HS	Penetration, impact, chemical agent exposure due to improper clearing, inadvertent discharge or storage of AA&E. Loss of accountability of AA&E	M	Utilize proper procedure for clearing and securing AA&E. Operations conducted IAW SOP, TM, AR, PAM.	How: Personnel trained and qualified to perform task. Operational documents available and utilized	L
					Who: Squad, Platoon and Accountable Officers / NCOs	

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+ - + - + - + -	SubTask: Consolidation of personnel and equipment for transport to HS	Musculoskeletal injuries, impact pinching, or crushing injuries due to movement and positioning, standing and loading.	M	Methodical execution of consolidation plan utilizing personal accountability, situational awareness, proper lifting / loading procedures. No tolerance for short cuts or horseplay. Conducted under informed and responsible supervision	How: Brief the plan and execute without modification. Avoid rush or distraction through personal action and supervision Who: Squad, Platoon and TF leadership	L
	Maintenance and recovery operations at HS	Musculoskeletal injuries, impact pinching, or crushing injuries, penetration, cuts or chemical exposure during maintenance	M	Methodical execution of recovery operations at HS. Trained and capable ground guides, licensed and qualified material handling personnel. Proper and mindful lifting techniques. Follow TM, TB, FM.	How: Brief the plan, assign responsibilities, ensure qualified individuals perform tasks Who: Direct supervision by Squad, Platoon, and TF leadership	L
	Task: Travel to HOR	Fatigue, vehicle crash / accident related injuries. Adverse weather Dehydration, symptom appearance of injuries related to duty	H	Evaluation of individuals rest and recovery state post mission prior to departing HS. Require extra rest/sleep time if necessary. Medical evaluation if necessary. Enforce 50 min max driving time before rest break. Report in on return to HS	How: Direct supervision, observation, evaluation Who: Leaders at all levels, medics, soldiers	M
	Additional Considerations: Weather impact	Adverse weather: Storm, Electrical Storm, Heat, Visibility. Effect on personnel, equipment operation, vehicle movement	M	Utilize S2 input to modify mission or equipment set. Plan for shelter in each area of operations. Plan for evaluation and treatment of heat exposure/illness. Operational requirements and restrictions based on weather impact	How: Brief the plan, Direct supervision, observation and inspection Who: Squad, Platoon, TF and incident command leadership	L
	Additional Considerations: Fueling	Contamination of individual clothes and equipment, spillage, eye or skin irritation/damage due to splash, fire hazard	L	Follow proper fueling techniques, wear proper PPE. Ensure fire protective devices and fire fighting equipment is available and individuals are trained in use	How: Training, supervision, observation and inspection. Who: Individuals, squad and platoon leadership	L

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+ - + - + - + -	Additional Considerations: Ammunition Transportation	Fire, explosion, damage, pilferage	M	Follow explosives and ammunition SOP, Reg for vehicular transport. DOT requirements	How: Inspection, observation, adherence to law, regulation sop. Who: Individuals, Squad, Platoon leadership.	L
	Additional Considerations: COVID-19 Impact	Occurrence or Spread of COVID-19 within WING elements during massed operations: Assembly, equipment issue and prep, operations preparation and transition to operational site: Resulting in reduction of capacity or force projection.	H	Screen members for temperature and screening questions currently in use for COVID-19 Support upon arrival. Issue / wear neck gaiter when in close formation or when distancing cannot be maintained.	How: Screening, Distancing, Personal Protection Measures, Hand Washing. Who: Force leadership, Company, PLT, Squad and individual responsibilities.	M
	Additional Considerations: COVID-19 Impact	Occurrence of COVID-19 in a service member: Resulting in serious individual illness	M	Members do not fall within the noted risk populations, probability of serious health outcomes to individuals without co-morbidities is seldom. 94% of fatalities are correlated with co-morbidities. Individuals below the age of 64 years are 50-66% less likely to develop serious health complications.	How: Screening, Distancing, Personal Protection Measures, Hand Washing, Maintaining personal health, SRP, PHA Who: WING commanders, Medical Operations, Unit leaders, PLT, Squad and individual responsibility	L
	Additional Considerations: COVID-19 Impact	Occurrence or spread of COVID-19 due to lodging, RON, shared hygiene facilities	M	Members must report symptoms: INCL - fever, body aches, headache, loss of smell, chills, non-productive cough, sneezing, sore throat. 68W screen and sequester symptomatic individuals. Maintain distance of bedding if possible. Wear neck gaiter during waking hours if distancing is not possible. DO NOT wear gaiter during sleep. Clean/ disinfect shared surfaces	How: Screen, identify and sequester symptomatic individuals IAW current practice Who: Unit, PLT, SQD and individual responsibility. 68W presence is recommended	L

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+ -	Additional Considerations: COVID-19 Impact	Potential for transmission during contact with either partner civilians or during contact with hostile civilians.	M	Maintain minimum of 6 feet of separation when possible. Wear neck gaiter as a cloth mask in conjunction with face shield / riot-protective ensemble IAW NGRF protective posture. Wear of N-95 when in prolonged or close contact with civilians (detainee ops) Wear of M50 mask as a last option for COVID-19 protection which may restrict vision, communication or other mission requirements. Wear is primarily directed as part of the NGRF protective posture against harassment agents, smoke and airborne contaminants.	How: As directed by NGRF leadership IAW RUF and protective posture guidance.	L
					Who: NGRF leadership, Company, PLT, Squad and individual responsibilities	
+ -	Additional Considerations: COVID-19 Impact	Appearance of COVID-19 symptoms post mission or SM testing positive for COVID-19 post mission	M	If known exposure through close contact to a symptomatic individual or known / potential positive COVID-19 individual, follow guidelines for isolation, self-monitoring/testing per JRSOI, R-JRSOI and State Surgeon / HSS guidance.	How: JRSOI, Personal monitoring, report to command.	L
					Who: JRSOI, Command documentation, Personal monitoring	
10. OVERALL RESIDUAL RISK LEVEL (All controls implemented):						
☐ EXTREMELY HIGH ☒ HIGH ☐ MEDIUM ☐ LOW						
11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION State, TF and NGRF Leadership in cooperation with civilian partner agencies will supervise and evaluate known and emerging hazards while incorporating controls as appropriate. Small group and individuals assigned to locations or agencies will remain vigilant and report changes to the overall risk level and incorporate observed or anticipated hazards into local RM plans while adding appropriate controls as necessary to protect WING assets. COVID-19 is present within the State and AOR. Leaders must maintain currently directed levels of protection and recommended practice to avoid occurrence or group transmission which may degrade WING mission capability. Overall risk to Soldiers due to COVID-19 remains low with regard to potential serious health outcomes, however, balancing the overall risk of illness on soldiers, families and mission impact should be considered in light of the current mission and TAG priorities of effort. Escalating tensions, use of violence and destructive acts on the part of individuals and groups engaging in civil disturbance increases the risk to NG soldiers and airmen. Residual risk is elevated.						
12. APPROVAL OR DISAPPROVAL OF MISSION OR TASK				☒ Approve ☐ Disapprove		
a. Name (Last, First, Middle Initial)		b. Rank/Grade		c. Duty Title/Position	d. Signature of Approval Authority	
Michie, Mark J.				JS-COS		
e. Additional Guidance:						

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: Mission failure, unit readiness eliminated; death, unacceptable loss or damage	I	EH	EH	H	H	M
Critical: Significantly degraded unit readiness or mission capability; severe injury, illness, loss or damage	II	EH	H	H	M	L
Moderate: Somewhat degraded unit readiness or mission capability; minor injury, illness, loss, or damage	III	H	M	M	L	L
Negligible: Little or no impact to unit readiness or mission capability; minimal injury, loss, or damage	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		
Aug 24, 2020	[REDACTED]	CW4	STATE SOHM	 Digitally signed by [REDACTED] Date: 2020.08.24 11:00:13 -05'00'		
14. FEEDBACK AND LESSONS LEARNED						
Previous mission participants reported first day operational time of 30+ hours when transition from civilian to military occupation, transportation to mission site, mission prep and execution were complete. Commanders and planners must consider fatigue as a critical mission constraint and plan controls as an integral part of the mission plan. Fatigue causes delays in critical thinking, physical response, agility, problem solving and decision making.						
15. ADDITIONAL COMMENTS OR REMARKS						
Escalating tensions and the incorporation of violent action into protests raises the level of risk to NG soldiers. Local Commanders must incorporate current observations and intelligence estimates to create effective RM at the point of action.						

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

1. Mission/Task Description: Briefly describe the overall Mission or Task for which the deliberate risk assessment is being conducted.

2. Date (DD/MM/YYYY): Self Explanatory.

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

4. Sub-task/Sub-Step of Mission/Task: Briefly describe all subtasks or substeps that warrant risk management.

5. Hazard: Specify hazards related to the subtask in block 4.

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.

7. Control: Enter risk mitigation resources/ controls identified to abate or reduce risk relevant to the hazard identified in block 5.

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.

9. Residual Risk Level: After controls are implemented, determine resulting probability, severity, and residual risk level.

10. Overall Risk After Controls are Implemented: Assign an overall residual risk level. This is equal to or greater than the highest residual risk level (from block 9).

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.

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.

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.

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.

15. Additional Comments or Remarks: Preparer or approval authority provides any additional comments, remarks, or information to support the integration of risk management.

Additional Guidance: Blocks 4-9 may be reproduced as necessary for processing of all subtasks/ substeps of the mission/task. The addition and subtraction buttons are designed to enable users to accomplish this task.