



United States Army Composite Risk Management (Application of Composite Risk Management to Military Decisionmaking Process and Army Training Management System)

Headquarters Department of the Army

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Today's Army is challenged by a wide range of threats and operating environments. These challenges, plus new technologies, require our leaders to use creative measures to provide positive protection to our Soldiers and equipment. To be successful, a risk management process must be underwritten by the chain of command. Leaders should never expect zero defects - free from all errors. Risk management is a two-way street, though, and it is just as important for subordinates within an organization to reduce risk producing practices as it is for management to be concerned and plan for risks. "It is important that those involved in mission preparation and execution be fully aware of the amount of command involvement and actions necessary to control or remove hazards". The objective of risk management should never be to remove all risks, but to eliminate unnecessary losses. During development of this revision the Army broadened its understanding of the risk management process to encompass all operations and activities, on and off duty. This holistic approach focuses on the composite risks from all sources rather than the traditional practice of separating accident from tactical hazards and associated risks. The focus clearly reflects the Army's new composite approach. CRM (Composite Risk Management) represents a culture change for the Army. It departs from the past cookie cutter safety and risk management mentality through teaching Soldiers "how to think" rather than telling them "what to think".

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