**TOPIC:** RISK MANAGEMENT

**TIME FRAME:** 2:00

**LEVEL of INSTRUCTION:** Level II

**TERMINAL LEARNING OBJECTIVE:** At the end of this topic, a student, given concepts of risk management, risk assessment, and risk control, will be able to manage risk and the risk control elements, so that risk is managed with calculated and pre-determined tools with proper risk refusal.

1. Describe the concept of Risk Management and the Risk Management Process
2. Determine risk assessment and its applications
3. Describe the concepts of risk control
4. Determine requirements on how to properly refuse risk

**MATERIALS NEEDED:**
- Writing board/pad with markers/erasers
- Appropriate audio visual equipment
- Appropriate audio visual material

**REFERENCES:**
- Field Operations Guide, ICS 420-1, FIRESCOPE
- Incident Response Pocket Guide, NWCG,

**PREPARATION:** The Strike Team/Task Force Leader is responsible for the actions of the assigned resources. As a manager, you have the responsibility to carry out your assignment in an effective and safe manner. You must be able to apply an ongoing risk management process in order to identify and mitigate any hazards that may affect the outcome of your assignment, or you have the option to refuse an assignment that you consider too risky.
I. ENABLING OBJECTIVES

A. Describe the concept of Risk Management and the Risk Management Process

B. Determine risk assessment and its applications

C. Describe the concepts of risk control

D. Determine requirements on how to properly refuse risk

II. RISK MANAGEMENT

A. History

1. The following process was adapted from the U.S. Army for our emergency response mission

B. You have the responsibility and the authority to implement a Risk Management Process

1. As a ST/TFL, you coordinate the activities of a set of emergency resources, each having their own leader

   a) You apply and adjust the tactics directed by the DIVS into tactical assignments for each resource assigned on your ST/TF

NOTE: Refer students to Student Information Sheet 4-1-1, ICS Form 215A, in the student supplement and explain its use.

2. Part of this application of tactics means a risk management process must be applied to the decision to commit any resource to an assignment in a hazardous environment

   a) Risks are addressed generally in the ICS Form 215A and the IAP. The DIVS will further address risks as they apply to the ST/TF
b) But a risk management process cannot truly be planned and implemented until you see the work site and associated emergency environment

c) Advise all personnel on the ST/TF that they are Safety Officers and need to actively participate in the process

III. RISK MANAGEMENT PROCESS

NOTE: Refer students to the Incident Response Pocket Guide, Risk Management Process

A. Definition: A process of evaluating and mitigating hazards in the work environment

B. The steps of the Risk Management Process

1. Situation Awareness
2. Hazard Assessment
3. Hazard Control
4. Decision Point
5. Evaluate

C. Breakdown of the steps

1. Situation Awareness
   a) Gather information
      1) Objectives
      2) Communications
3) Fire behavior (history, current and predicted)

4) Weather (current and predicted)

5) Chain of command

6) Complete size-up

b) Where can you gather information?

1) Personal observations

2) IAP

3) Briefings

4) Prior shift

5) Adjoining forces

6) Air resources

7) Scouts / lookouts

8) Field Observers

c) Rapid information gathering requires that you know reliable resources, make clear requests and focus on your tactical objectives

d) Barriers to situation awareness

1) Fatigue

2) Time pressure

3) Inexperience

What are some barriers to situation awareness?
4) Overconfidence
5) Distraction
6) Supervisory pressure
7) Peer pressure/group thinking
8) Subjective perception (everyone sees things differently)

How do these barriers affect situation awareness?

2. Hazard Assessment
   a) Identify potential hazards
      1) Probability
   b) Estimate potential hazard
      1) Worst case scenario
   c) Utilize job aid checklists
      1) Look up, Look down, Look around
      2) 18 Situations
      3) Common Denominators of Fatality Fires, etc.

What is step 2 in the Risk Management Process?
d) Some simple key factors

1) Know the mission
2) Know your authority
3) Know essential information
4) Set strategic priorities
5) Have alternative plans and contingencies
6) Communicate clearly and to the point

3. Hazard Control

a) When a hazard is identified, measures must be implemented to reduce or eliminate the hazard

b) Risk controls can vary from a simple briefing that provides awareness to an elaborate aerial lookout and communications network on a major incident

c) Job aid checklists

1) Ten Standard Fire Orders
2) 18 Situations
<table>
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<tr>
<th>PRESENTATION</th>
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<tr>
<td>3) LCES system</td>
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<td>4) 2-in-2-out rule</td>
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<th>APPLICATION</th>
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<td>What equipment can you use for basic risk control?</td>
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<tr>
<td>Can LCES be used on All Hazard situations?</td>
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| d) PPE is a basic risk control |
| 1) Ensure that PPE is used at all times |

| e) Safety equipment |
| 1) Shoring |
| 2) Flagging, etc. |

| f) LCES is the heart of the Ten Standard Fire Orders and can be adapted to all hazard incidents |

| g) The minimum mandatory risk controls on every assignment will include establishing the LCES system |

| h) Every incident will dictate what other risk controls must be implemented |

ACTIVITY: 4-1-1
Hazard Assessment Exercise: Hazard Assessment/ Risk Controls/ Mitigation. Have the students preform the first two steps of the Risk Management Process: Hazard Assessment and Risk Control /
4. Decision Point

a) You should ask the following three questions before initiating any action on an incident (Go/No Go)

1) Are controls in place for identified hazards?
   - NO - Reassess the situation
   - YES - Next question

2) Are selected tactics based on expected fire behavior?
   - NO - Reassess the situation
   - YES - Next question

3) Have instructions been given and understood?
   - NO - Reassess the situation
   - YES - Initiate action

Mitigation. Upon viewing the following pictures and listening to the description that you read, have the students verbalize identified hazards and their control measures.

What is step 4 of the Risk Management Process?

Why do people take on assignments when it is obvious the
NOTE: Refer students to Student Information Sheet 4-1-2, Decision Making Under Stress, in the student supplement

b) The five hazardous attitudes that effect the decision making process

1) Anti-Authority - Disregards procedures and directions
2) Impulsive - Acts without adequate situation awareness
3) Invulnerable - Does not think about worst-case scenario
4) Macho - Overconfident
5) Resigned - Lets events occur without taking action

What is step 5 in the Risk Management Process?

5. Evaluate

a) ST/TFL’s earn their pay in this step of the Risk Management Process. You must coordinate the resources working for you so they can accomplish the tactical objectives of the plan

b) Re-evaluate during the entire operational period to ensure the plan is working

c) Whenever your ongoing re-evaluation of the operation tells you an adjustment is
needed, it should be a cue to update your situation awareness, hazard assessment and control

What management strategies would you use as a ST/TFL?

d) Build an understanding with ST/TF personnel of the objectives and safety concerns
e) Assign company officers to direct operations based on their training and experience
f) Actively solicit feedback
g) Maintain control

D. Practical application

1. Talk up the “what-ifs” to maintain alertness
2. Conduct briefings at times of situational transition
   a) “Here’s what we face”
   b) “Here’s what I think we should do”
   c) “Here’s why”
   d) “Here’s what I think we should keep an eye on” (trigger points)
   e) “Now talk to me”

IV. HOW TO PROPERLY REFUSE RISK

NOTE: Refer to the IRPG; How to Properly Refuse Risk
A. Everyone has the right and obligation to report safety problems.

B. Everyone also has the obligation to identify alternatives for completing the assignment.

C. Turning down an assignment:
   1. Cannot take assignment(s) as given.
   2. Unable to negotiate an alternate solution.
   3. Based on assessment of risks:
      a) Violation of safe work practices.
      b) Environmental conditions.
      c) Lack of qualification or experience.
      d) Defective equipment.
      e) Lack of logistical support.

D. Notifications:
   1. Individual notifies his/her supervisor.
   2. Individual/supervisor notifies Safety Officer immediately.
   3. If an assignment is turned down and offered to another resource, the supervisor must notify of prior refusal.

How do you turn down an assignment?

Who do you notify and when?
ACTIVITY: 4-1-2
Gavilan Fire –
Go/No Go located in
PPT
SUMMARY:

As a Strike Team/Task Force Leader, you must employ some form of risk management whenever engaged in a tactical assignment. Risk Management is the process of evaluating and mitigating hazards in the work environment. Elements of this process are: situation awareness, hazard assessment, hazard control, the decision point, and evaluation. You should also consider properly refusing any assignment you determine to be too risky.

EVALUATION:

The student will complete a written quiz and activities at a time determined by the instructor.

ASSIGNMENT:

Review your notes and read the appropriate section(s) of the student supplement in preparation for the upcoming quiz. Study for the next session.