



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE, VIRGINIA 23651-1047

ATCS-S

21 December 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

1. References:

- a. Field Manual (FM) 5-19, Composite Risk Management, 21 Aug 06.
- b. ECC 60413857: DAS: Integration of Composite Risk Management (CRM) into Army Training Courses.
- c. Memorandum, SecArmy/CSA, 13 Oct 06, subject: Army Safety and Occupational Health Objectives for Fiscal Year (FY) 2007.

2. Purpose. This plan outlines procedures and necessary actions to ensure integration of CRM into military and civilian training. It defines roles and responsibilities, identifies specific initiatives, establishes timelines, and serves as the basis for resource allocations necessary to affect completion. While many of the actions associated with the CRM integration are complete or have begun, this plan serves to document these actions and define the way ahead.

3. Background.

a. **FM 5-19 (reference 1a).** FM 5-19 is a milestone document in its approach to standardization and institutionalization of the techniques, tools, and procedures that lead to sound decisionmaking and valid risk acceptance by leaders at all levels. It supersedes and expands the context of FM 100-14, Risk Management (RM), by focusing on the application of CRM to the military decisionmaking process and the Army training management system. It assigns the responsibilities for conducting CRM training during initial entry training and progressive learning through professional military education. It is a tool that CRM Integration Plan works in conjunction with the Army's ongoing initiative to firmly integrate CRM into all Army processes. The new FM is a full rewrite of FM 100-14 and marks a break with the

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

past by integrating the CRM process into Army operations. With FM 5-19, CRM is not a stand-alone process, a "paper work" drill, or an add-on feature. Rather, it is a fully integrated element of both analytical and intuitive planning and decisionmaking, and it must be incorporated into our military and civilian training and leader development programs.

b. **TRADOC Role.** TRADOC Safety Office is the proponent for FM 5-19. TRADOC serves as the Army's integrating agent for CRM into doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). As such, TRADOC has responsibility for integration of CRM into training and leader development.

c. **Army Safety Coordinating Panel (ASCP).**

(1) The ASCP is a general officer steering committee with membership comprised of HQDA staff principals, and Army Command and Direct Reporting Unit Commanders or designated staff principals. The Director of the Army Staff (DAS) and the Deputy Assistant Secretary of Army (Environment, Safety, and Occupational Health) (DASA (ESOH)) cochairs the ASCP. The panel meets twice a year or as called by the cochairs. The purpose of the ASCP is to oversee Army safety and occupational health strategic planning, initiatives, performance, safety, and CRM across the Army.

(2) TRADOC Deputy Chief of Staff for Operations and Training (DCSOPS&T) provided a briefing to the ASCP in Apr 06 on TRADOC actions to integrate CRM into military training and leader development and to revise exiting training and integration to reflect CRM versus RM. Projected timeline identified for completion is 31 Mar 07.

d. **DAS Tasking.** Following the Apr 06 ASCP meeting, DAS tasked TRADOC to accelerate the integration of CRM into training, and to expand the effort to encompass both military and civilian training. The initiatives and timelines addressed in this plan reflect TRADOC actions to accelerate the integration process and to expand those efforts to include the civilian education system (CES).

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

4. **CRM Integration Objectives.** Specified objectives to achieve in terms of process and end product include:

a. **Achieve Standardization.** While RM was integrated into training or taught as a separate block of instruction in many of our schools, the training was not standardized in terms of content and delivery. With the transition to the CRM doctrine, we will standardize the core curriculum at each level.

b. **Provide Progressive and Sequential Training.** CRM training and education will be progressive and sequential, enabling relevant application of CRM to decisionmaking across the full spectrum of military operations and activities, routine and complex, on and off duty, at all levels of authority (individual, tactical, operational, and strategic).

c. **Establish a Cultural Mindset.** Establishing a cultural CRM mindset will begin by inculcating CRM principles and process into initial entry, precommissioning/appointment, and new employee orientation training; linking CRM, Army Problem Solving, Decisionmaking, Army Values, Warrior Ethos, and the Soldier and Army Civilian Creeds. Integration of CRM philosophy and process into training and leader development, doctrine, policy, processes, programs, and systems will sustain a cultural CRM mindset.

d. **Focus on Holistic Aspect of Risk and Contemporary Operating Environment (COE).** Training will address application of CRM to asymmetric threats and the COE, and will expand to encompass all hazards (regardless of source).

e. **Avoid Course/Contact Hours Growth.** TRADOC's role in generating the force and supporting the war will not allow for additional course hours. Any new or revised training must be achieved within existing time constraints.

f. **Leverage Products/Resources.** Compressed timelines and finite resources available to support the CRM integration initiative require maximum use or modification of existing training courses, development and use of multiple formats (resident, blended, distance, or exportable training/learning)

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

and partnering/teaming with other organizations and agencies to share costs and afford broadest application.

5. Methodology.

a. **Integrated Process Team (IPT).** CRM integration will be accomplished through the efforts of an IPT. Representatives from TRADOC Safety Office and DCSOPS&T, Combined Arms Center (CAC), Army Accessions Command (AAC), and the U.S. Army Combat Readiness Center (USACRC) will comprise the CRM IPT.

b. **Scope of Effort.** The CRM integration efforts will encompass both military and civilian training, education, leader development, specialty training, doctrine, policy, and system developments. Specialty training will be related to assignment or branch, and may be position specific (e.g., safety professionals, trainers, drill sergeants, observer-controllers, and commanders). The Commanders' Safety Course is an example of position-specific training required for commanders.

c. **Levels of Training.** Four levels of CRM competency are identified as individual, technical/tactical, operational, and strategic. These competencies support the objective to provide progressive and sequential training throughout an individual's career -- from the individual level (how to use CRM to protect myself and my teammates) to managing risks at the strategic level (application of CRM across DOTMLPF).

d. Identification of Opportunities and Options.

(1) Existing courses and training events will be reviewed to identify opportunities for CRM application and integration. Solutions will support Army force generation and identify opportunities to take training to the Soldier, leader, and employee through integration and distance learning (DL) options. Based on the structure of the training or event, an assessment will be made to determine the most appropriate training delivery options (e.g., exportable/deployable DL, web-based interactive multimedia, conference, or blended learning). Where possible, all training solutions will be integrated into existing training or as prerequisites for attendance (thus eliminating the need for additional contact hours/growth).

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

f. **Armywide Communications.** Strategic communication of CRM integration initiatives is a key element of the CRM Integration Plan. It is essential to publicize CRM integration plans, initiatives, and products throughout TRADOC and ensure personnel in key leadership positions across the Army are informed and knowledgeable on the elements of this plan. Specific communication initiatives will be developed and identified in an additional document, and listed on the flow chart at **Appendix B.**

g. **Monitoring and Management of Progress and Effectiveness.**

(1) Status/Progress Briefs and Reports. The ASCP and the TRADOC Executive Safety Council will receive progress report briefs on a semiannual basis through completion. The DASA (ESOH) will receive monthly E-mail updates.

(2) Program Assessments and Evaluations. Implementation and execution of CRM integration initiatives will be assessed and evaluated as part of established inspection and assessment programs, to include Quality Assurance Assessments, TRADOC Safety Program Evaluations, and Initial Entry Training Assessment and Assistance Visits.

(3) Individual Evaluation Support Forms and Performance Reports. Roles and responsibilities for implementation and execution of the integration plan will be clearly defined. Support forms and evaluation reports will reflect these responsibilities and will address performance.

6. **Roles and Responsibilities.**

a. **Designated member organizations** (TRADOC DCSOPS&T, Safety Office, AAC, CAC, CASCOM, and USACRC) will:

(1) Provide representation on the CRM IPT and related working groups.

(2) Fund necessary travel and per diem for onsite meetings. (Note: Limit travel to absolute mission essential. Use video teleconference, telephone, and E-mail to maximum extent possible.)

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

(2) Course solutions will be formatted as training support packages (TSPs) for use in lecture/platform instruction and, in most cases, will be available as interactive multimedia courses on the USACRC Learning Management System (Combat Readiness University (CRU)).

e. **Gap Analysis.**

(1) Gap analysis of the institutional training domain identified where (specific courses) there is a need for CRM training, where legacy RM training currently exists (and will require revision to reflect CRM), and opportunities for integration into other blocks of instruction, practical exercises, programs, and systems.

(2) The table at **Appendix A** provides results of the gap analysis and serves as the basis for specified actions and initiatives related to military and Department of the Army (DA) civilian institutional training. This table identifies courses where blocks of instruction are needed, but do not exist; where RM instruction exists, but requires revision to reflect CRM doctrine; where CRM integration is needed in other blocks of instruction, practical exercises, etc., but does not exist; and finally, where RM is currently integrated into other instruction and exercises, but needs revising to reflect CRM doctrine.

(3) The most significant voids identified in the gap analysis were across the CES and in specialty training. Because our civilians in the workforce continue to fill an increasing number of supervisory and leadership positions, this represents a significant void. We must provide our civilian personnel the same knowledge and skills in CRM as their military counterparts.

(4) Specialty training is designed to provide individuals CRM knowledge and application skills as it relates to specific duties and responsibilities of the assigned position. Safety and training professionals are a top priority because of the role they play at the local level - where, ultimately, the training and integration occur. Examples of other key training and leadership positions where voids in CRM specialty training exist include drill sergeants, observer-controllers, and training developers.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

b. U.S. Army Accessions Command.

(1) Implement CRM training in Initial Military Training as identified in this plan.

(2) Review training to assist the CRM IPT in identification of CRM integration opportunities.

(3) Incorporate CRM integration measures into the Command's Organization Inspection Program (OIP) and Quality Assurance (QA) Assessment Program.

c. U.S. Army Combined Arms Center.

(1) Implement CRM training as identified in this plan.

(2) Assist the CRM IPT to identify integration opportunities and training development requirements to ensure progressive and sequential CRM training throughout military and civilian training and leader developments.

(3) Incorporate CRM integration measures into the Command's OIP and QA Assessment Program.

d. U.S. Army Combined Arms Support Command.

(1) Implement CRM training as identified in this plan.

(2) Assist the CRM IPT to identify integration opportunities and training development requirements to ensure progressive and sequential CRM training throughout military and civilian training and leader developments.

(3) Incorporate CRM integration measures into the Command's OIP and QA Assessment Program.

e. Army Capabilities Integration Center (ARCIC). Assist CRM IPT to identify opportunities to integrate CRM into existing and future structure and system developments.

f. TRADOC DCSOPS&T.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

(1) Publish and disseminate implementation instructions/guidance to TRADOC Centers and Schools for implementation and execution of actions and initiatives contained in this plan.

(2) Ensure revision of critical tasks lists to reflect progressive and sequential knowledge and application skills relating to CRM.

(3) Provide semiannual progress reports as part of the Army Safety Coordinating Panel as requested.

g. TRADOC Safety Office.

(1) Serve as the lead for CRM IPT.

(2) Serve as the proponent for CRM training and doctrine.

(3) Prepare CRM progress and status reports and briefings to:

(a) DASA (ESOH) - monthly CRM integration status reports.

(b) Senior Leadership, DA, TRADOC, USACRC, and other Commands - periodically or as requested.

(c) ASCP - semiannually or as requested.

(4) Provide subject-matter expertise for CRM.

(5) Provide review and comment for CRM training and the integration of CRM into civilian military training and leader development.

h. U.S. Army Combat Readiness Center.

(1) Support TRADOC in developing CRM training and doctrine.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

(2) Provide training development support for CRM integration initiatives.

(3) Provide subject matter expertise for CRM.

(4) Provide review and comment for CRM training and the integration of CRM into civilian military training and leader development.

7. **Specified Actions and Initiatives.** Actions and initiatives identified to achieve integration into military and civilian blocks of instruction (DL and classroom); revised blocks of instruction to reflect CRM versus RM; revision of existing RM integration to reflect CRM; changes in policy; and letters of instruction/implementation, as appropriate.

a. **CRM Basic Course.** All current Army personnel (military and civilian) are required to complete the Basic CRM Course (DL). Current TRADOC personnel must complete this course NLT 31 Mar 07. All new personnel will complete the Basic CRM (DL) course within 60 days of the first duty assignment.

b. **Military Training and Education.** Gap analysis of military training revealed three areas where dedicated blocks of instruction are needed, but do not exist: Basic Combat Training (BCT), Intermediate Level Education (ILE), and Senior Service College (SSC). RM training currently in existence, or integrated into other blocks of instruction, requires updating to reflect FM 5-19 process and principles. The following initiatives are supportable solutions that can be implemented in a timely manner to fill these voids.

(1) Basic Combat Training - Introduction to CRM. A new TRADOC Common Core TSP (working document 154-R-XXXX) will be developed for BCT, teaching new Soldiers the CRM process and principles, and how to apply CRM to individual and team decisions. The training will incorporate the relationship of CRM to Warrior Ethos, Army Values, and the Soldier's creed. AAC will support the inclusion of a 1-hour block of CRM instruction into BCT. Lead: USACRC, G7; Support: AAC, TRADOC Safety, and DCSOPS&T. Start: 1 Aug 06; Completed: 30 Nov 06.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

(2) ILE - Operational CRM Course. Operational - knowledge of CRM process and principles and how they apply to operations. This interactive multimedia course will be integrated into ILE and horizontally aligned/integrated with Warrant Officer Staff Course, Advanced Noncommissioned Officers' Course, and the Civilian Intermediate Course. The operational CRM course will be established as a prerequisite for ILE attendance (thus eliminating the need for additional contact hours/growth). Lead: USACRC, G7; Support: CAC, TRADOC Safety, and DCSOPS&T. Start: 1 May 06; Completed: 30 Nov 06.

(3) SSC - CRM Strategic/Executive Course. A new TRADOC TSP (working document 154-R-YYYY) will be developed to provide knowledge of the CRM process and principles and how they apply to the full spectrum of operations across DOTMLPF. This will be developed as a new TSP and as an interactive multimedia course to be integrated into SSC for both military and Army civilian leaders and executives. Lead: USACRC, G7; Support: National Defense University, Army War College, TRADOC Safety, and DCSOPS&T. Start: 15 Oct 06; Completion: 30 Jan 07.

Note: CAC completed the update of task #154-385-667, Supervise the Implementation of Composite Risk Management Process at company level for Captains' Career Course. TRADOC Safety Office reviewed the revision to ensure standardization of CRM training. The anticipated implementation date for the courseware is Mar 07, which also includes task #154-350-6667.

(4) TRADOC has three existing RM TSPs included in the Common Core: TSP 154-R-6263 (BOLCI, WOCS, WLC), TSP 154-R-6465 (CCC, WOAC, BNCOC), and TSP 154-R-6667. These three TSPs were developed in 1998 to address RM as it was defined by FM 100-14. Although these TSPs adequately addressed RM, they do not address the new CRM doctrine. Lead: TRADOC Safety Office; Support: USACRC and TRADOC Centers/Schools. Start: 1 Aug 06; Completed: 15 Oct 06.

(5) Eleven additional existing RM TSPs will be revised to reflect CRM doctrine. Lead: TRADOC Centers/Schools - Training Developments; Support: TRADOC Centers/Schools Safety staff, TRADOC Safety, DCSOPS&T, and USACRC. Start: 1 Oct 06; Completion: 31 Dec 06.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

(6) Five courses were identified where CRM integration is needed, but does not exist. Action required is CRM integration into other blocks of instruction, practical exercises, applications, etc. Lead: TRADOC Safety; Support: USACRC, TRADOC DCSOPS&T, and Centers/Schools. Start: 1 Oct 06; Completion: 31 Jan 07.

(7) Gap analysis also identified 11 courses where FM 100-14-based RM is currently integrated into other blocks of instruction, practical exercises, etc., but requires revision to reflect CRM doctrine. Lead: TRADOC Centers/Schools; Support: TRADOC Safety, DCSOPS&T, and USACRC. Start: 1 Nov 06; Completion: 28 Feb 07.

c. Civilian Training and Education.

(1) Army CES - Integration. HQDA, G3/5/7 is currently transforming the Army CES, with implementation to begin in Jan 07. The CES will include four courses (Basic, Foundation, Intermediate, and Advanced) that will provide progressive and sequential training and leader development opportunities for civilian employees as they progress through their career. This transformation provides an opportunity to integrate CRM into civilian training and leader development, and ensures Army civilians receive the same knowledge and skills as their military counterparts to manage risk at the individual and mission support levels to the operational and strategic levels. Lead: TRADOC Safety; Support: TRADOC DCSOPS&T, CAC, and USACRC. Start: 1 Dec 06; Completion: 30 Apr 07.

(2) Employee Safety Course - DL via CRU. This course serves to provide an introduction to new employees on the Army Safety Program, employee rights and responsibilities, and links to additional specialized safety training. All Army civilian employees must complete the Employee Safety Course within 6 months of entry on duty. Lead: DASA (ESOH) and USACRC. Completion: 30 Apr 07.

(3) Supervisor's Safety Course - DL via CRU. This course introduces supervisors to the Army Safety Program, related standards and statues, and the supervisor's role in ensuring the safety and health of those under their supervision. All

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

supervisors are required to complete this training. Lead: DASA (ESOH) and USACRC. Completed: Apr 06.

(4) Manager's Safety Course - DL via CRU. This training course serves to: (1) Train safety professionals to meet the requirements of Title 29 CFR Part 1960 (Basic Program Elements for Federal Employees Occupational Safety and Health Programs and Related Matters); and (2) Introduce new managers to Army Safety Program management, accident causation, trend analysis, CRM, and cost benefit analysis. Lead: DASA (ESOH) and USACRC. Completed: Apr 06.

(5) Supervisory Development Course (SDC) - DL - Integration. The SDC is a U.S. Army online course consisting of two subcourses: "*Managing and Leading*," and "*Human Resources Management*." The intent of this course is to provide training in basic supervisory responsibilities and human resource management skills to newly appointed (first-time) supervisors. Integration would focus on the application of CRM to ensure a safe and healthful work environment and the supervisor's role in managing/mitigating risks. Lead: DASA (ESOH) and USACRC; Support: TRADOC Safety, DCSOPS&T, and CAC.

d. **Specialty Training.** Specialized training includes training specifically related to the performance of assigned duties and position. Examples of personnel to receive specialized training include safety personnel, trainers, training developers, observer-controllers, drill sergeants, etc. **Appendix C** lists required specialized training by position or duty assignment. Note: Command directive memorandums or messages will establish new requirements to incorporate into existing policy documents.

(1) CRM Integration Course. Course will provide specialized training for personnel with assigned duties and responsibilities for integration of CRM into training, doctrine, and systems. Course will be developed as resident course and in DL/blended learning format. Lead: TRADOC Safety; Support: USACRC, TRADOC DCSOPS&T, CAC, and AAC. Start: 1 Jan 07; Completion: 31 Mar 07.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

(2) Branch Training Modules. Branch Training Modules are under development to address CRM and its application to specific branch missions, systems, and operations, and can be used for multiple applications and training audiences. Lead: USACRC; Support: TRADOC Safety, DCSOPS&T, CAC, AAC, and TRADOC Centers and Schools. Armor, Aviation, Infantry, Natural Disaster, Start: Jun 06; Completed: 30 Oct 06. Air Defense Artillery, Engineer, Field Artillery, Military Police, Transportation, Start: Jun 06; Completion: 31 Dec 06.

(3) Instructor Training Course - Integration Initiative. This resident course teaches students how to analyze, design, develop, implement, and evaluate training. The revised training course will reflect CRM and the integration of CRM into training and training developments. Lead: TRADOC Safety; Support: USACRC, TRADOC DCSOPS&T, ATSC, AAC, and CAC. Start: 1 Jan 07; Completion: 31 Mar 07.

(4) CRM Train-the-Trainer Course. This is a 40-hour resident course. Students receive instruction on CRM which prepares them to provide basic CRM instruction to others. The training requires students to demonstrate hands-on proficiency in applying the 5-step RM process to identify and mitigate hazards holistically, correlate the synergistic effects of multiple hazards, and apply CRM from a 24-7, on- and off-duty, total loss prevention standpoint. This training course is currently available through the USACRC. All TRADOC Safety personnel will complete this training NLT 31 Mar 07. Lead: USACRC; Support: TRADOC Safety, TRADOC Centers/Schools. Start: 1 Dec 06; Completion: 31 Mar 07.

(5) Observer-Controller Training. CAC will assist the CRM IPT to ensure appropriate CRM integration into Observer-Controller Training Program. Lead: TRADOC Safety; Support: USACRC, TRADOC DCSOPS&T, and CAC. Start: 1 Jan 07; Completion: 31 Mar 07.

(6) Commander's Safety Course (DL - online via CRU) - Integration. This is an 8-hour online course designed to provide commanders knowledge of their roles and responsibilities for implementing and managing a unit safety program, and an introduction to tools and resources available to support their

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

safety and CRM efforts. The revision of this course reflects the current CRM doctrine. Course is currently available on the USACRC learning management system (CRU). Course requires reformatting to post to the ATSC system. Lead: USACRC; Support: TRADOC Safety and ATSC. Start: 1 Nov 06; Completion: 31 Dec 06.

(7) Additional Duty Safety Officer Course (DL - online via CRU). This 16-hour online course introduces additional duty safety personnel to Army Safety, unit safety program requirements, and the resources and tools to support the performance of their assigned duties. The course requires revision to reflect current CRM doctrine. Lead: USACRC; Support: TRADOC Safety. Start: 1 Dec 06; Completion: 31 Jan 07.

(8) Instructor Wellness Program - Integration. The Instructor Wellness Program provides refresher training for instructors. Under this program, instructors receive skills enhancement training and information on current or emerging training developments and issues every 3 years. This program is currently under development and serves as an excellent opportunity for integration of CRM and instruction for trainers/instructors on the new doctrine. Lead: TRADOC Safety; Support: USACRC and TRADOC DCSOPS&T. Start: 1 Jan 07; Completion: 31 Mar 07.

(9) Training Developer Administration Course - Integration. This course serves as advance training for training developers. Course is under revision, and provides an opportunity to provide training developers with additional knowledge and assessment skills relating to the integration of CRM into training and training developments. Lead: TRADOC Safety; Support: USACRC and TRADOC DCSOPS&T. Start: 1 Jan 07; Completion: 31 Mar 07.

e. **Program/Systems Integration.** As part of the CRM integration efforts, the CRM IPT will review and assess opportunities for integrating CRM into existing and future programs and systems. Integration efforts will include gaming and simulations, as well as combat developments. Gaming and simulations provide opportunities to integrate CRM, and to measure and demonstrate the value and effectiveness of risk

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

mitigation. Opportunities include gaming systems, such as "America's Army" and "Future Soldier Training System," and simulations such as "Common Remotely Operated Weapons System (CROWS)" and the "Convoy Skills Engagement Trainer (CSET).".

Lead: USACRC and TRADOC Safety; Support: AAC, ARCIC, and TRADOC DCSOPS&T. Start: 1 Jan 07; Completion: Ongoing.

f. Policy and Doctrine Development and Revision Actions and Initiatives.

(1) The TRADOC Command Safety Office partnered with USACRC to produce FM 5-19, a revision of FM 100-14, which reflects the composite nature of risk and the COE.

(2) During FY06 3rd and 4th quarters, the Command Safety Office and USACRC reviewed and provided comments and recommendations for the following draft doctrinal and regulatory publications to ensure CRM integration:

- (a) FM 7-0, Training the Force.
- (b) FM 7-1, Battle Focused Training.
- (c) FM 3-9, Military Police Operations.
- (d) FM 3-10, Protection Warfighting Function.
- (e) FM 4-02.2, Medical Evacuation.
- (f) Army Regulation 385-10, The Army Safety Program.
- (g) DA Pamphlet 385-3, Composite Risk Management.

(3) TRADOC Regulation 385-2, TRADOC Safety Program, revised to reflect CRM, is currently staffing throughout TRADOC. Lead: TRADOC Safety Office. Start: Jan 06; Completion: 31 Dec 06.

(4) TRADOC Pamphlet 385-1, The TRADOC Model Safety Program and Self Assessment Guide is currently under revision to reflect CRM doctrine and current CSA requirements. Lead: TRADOC Safety Office. Start: 1 Oct 06; Completion: 31 Dec 06.

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

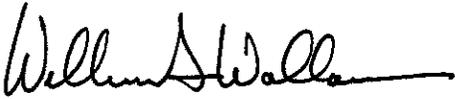
(5) TRADOC Regulation 350-70, Systems Approach to Training Management, Processes, and Products, is currently under review and revision to incorporate policies and requirements of this plan. Lead: TRADOC DCSOPS&T; Support: TRADOC Safety Office, USACRC, CAC, and AAC. Start: 1 Nov 06; Completion: 30 Jun 07.

(6) Army Regulation 690-950, (working document - Title, Date). The CP12 Army Civilian Training and Education System (ACTEDS) is currently under revision. Revision of CP12 training and education requirements will incorporate CRM training requirements for safety and occupational health professionals as outlined in **Appendix C** of this plan. Lead: DASA (ESOH); Support: USACRC, U.S. Army Center for Health Promotion and Preventive Medicine, and TRADOC Safety. Start: 1 Dec 06; Completion: 28 Feb 07.

8. **Priorities and Timelines for Execution.** Priorities and timelines for execution of specified actions and initiatives contained in this plan are summarized in table at **Appendix B**.

9. The TRADOC CRM Integration Plan is a living document. This plan and related appendices will be posted to the TRADOC web site and reviewed/revised annually by NLT 31 Oct of each year. New initiatives or changes to timelines will be also posted to the CRM Integration Timelines Chart (Appendix B) as additions or changes are identified.

- 3 Encls
1. Appendix A
2. Appendix B
3. Appendix C


WILLIAM S. WALLACE
General, U.S. Army
Commanding

DISTRIBUTION:
Commander
U.S. Army Accessions Command
U.S. Army Combined Arms Center
U.S. Army Combined Arms Support Command
(CONT)

ATCS-S

SUBJECT: U.S. Army Training and Doctrine Command (TRADOC)
Composite Risk Management (CRM) Integration Plan

DISTRIBUTION: (CONT)

Commandants, TRADOC Schools

Deputy Chiefs of General and Chiefs of Special Staff Offices,
HQ TRADOC

Appendix A

Gap Analysis Results CRM Training Integration in the Institutional Army Training System

CRM Training Integration in the Institutional Army Training System						
	Grade	Individual	Technical/ Tactical	Operational	Strategic	
OES						Branch-Specific
BOLC I (USMA, ROTC, OCS)	Cadet/ OC	CE				
BOLC II	O1		IE			IE
CCC	O3		CE IE			I
ILE	O4			C IE		
PCC	05/06			CE		I
AWC/NWC	05/06				C	
OES (Warrant)						
WOCS	WOC	CE				
WOBC	WO1		IE			IE
WOAC	CW2		CE IE			IE
WOSC	CW3/ 4			CE I		
WOSSC	CW4/ 5				CE I	
Soldier/NCOES						
BCT	E1-3	C				
AIT	E1-3		IE			IE
WLC	E4/5		CE			
BNCOC	E5/6		CE			I
ANCOC	E7			CE		I
FSC	E8			CE		
SMC	E9				CE	
PCC	E9				CE	

CRM Training Integration in the Institutional Army Training System						
	Grade	Individual	Technical/ Tactical	Operational	Strategic	
Civilian Education System						Career Program -specific
Foundation	All new hires	C				
Basic	GS 5-12		I			I
Intermediate	GS 11-13		C I			I
Advanced	GS 12-14			C I	I	
SSC	GS 14-15				C I	

LEGEND:

- C = Course—a dedicated CRM course/block of instruction does not exist, but is required.
- CE = Course (existing)—a dedicated RM/CRM course/block of instruction currently exists, but may need to be modified/revision to reflect CRM vs. RM.
- I = Integration—CRM should be integrated into existing training, education, instruction, applications, or exercises.
- IE = Integration (existing)—RM/CRM is currently integrated into existing training/education on other subjects; modification/revision may be required to reflect CRM vs. RM.

Composite Risk Management Competencies

- **Individual:** Knowledge of CRM process and principles and how they apply to me and my team.
- **Technical/Tactical:** Knowledge of CRM process and principles and how they apply to performance of my job/assigned duties.
- **Operational:** Knowledge of CRM process and principles and how they apply to operations.
- **Strategic:** Knowledge of CRM process and principles and how they apply to full spectrum operations across DOTMLPF.

Appendix B

Priorities and Timelines for Execution and Strategic Communication CRM Training Integration

Priorities (in order of precedence)	Action	Start Date	Completion Date	Lead	Support
Military Training					
Basic Combat Training	Training Development	1 Aug 06	30 Sep 06	USACRC	TRADOC Safety, TRADOC DCSOPS&T, AAC
BOLC I, WOCS, WLC	Training Revision	1 Aug 06	30 Sep 06	USACRC	TRADOC Safety, TRADOC DCSOPS&T, AAC, SMA
CCC, WOAC, BNCOC	Training Revision	1 Aug 06	30 Sep 06	USACRC	TRADOC Safety, TRADOC DCSOPS&T, CAC, Centers and Schools
ILE, WOSC, ANCOC	Training Development	1 May 06	30 Sep 06	USACRC	TRADOC Safety, TRADOC DCSOPS&T, CAC
Branch-specific CRM IMI modules	Training Development	1 May 06	12 Dec 06	USACRC	TRADOC Safety, TRADOC DCSOPS&T, Centers and Schools
SSC, WOSSC, SMA	Training Development	15 Oct 06	15 Jan 07	USACRC	TRADOC Safety, TRADOC DCSOPS&T, CAC
Branch-specific POI in CCC, PCC, WOAC, ANCOC, BNCOC	Training Revision/ Integration	1 Jun 06	TBD (funding)	USACRC	TRADOC Safety, TRADOC DCSOPS&T, CAC, Centers and Schools
Civilian Training					
Foundation Course	Training Development	1 Dec 06	30 Apr 07	TRADOC Safety	USACRC, TRADOC DCSOPS&T, CAC/CAL
Basic Course	Training Development	1 Dec 06	30 Apr 07	TRADOC Safety	USACRC, TRADOC DCSOPS&T, CAC/CAL
Intermediate Course	Training Development	1 Dec 06	30 Apr 07	TRADOC Safety	USACRC, TRADOC DCSOPS&T, CAC/CAL

Priorities (in order of precedence)	Action	Start Date	Completion Date	Lead	Support
Advanced Course	Training Development	1 Dec 06	30 Apr 07	TRADOC Safety	USACRC, TRADOC DCSOPS&T, CAC/CAL
Specialty Training					
CP12 Safety Professionals	Implement	1 Dec 06	31 Mar 07	USACRC	TRADOC Safety
CP32 Training Developers/Managers	Training Development	1 Jan 07	31 Mar 07	TRADOC Safety	USACRC, TRADOC DCSOPS&T, ATSC
Branch/Center Instructors	Training Development	1 Jun 06	TBD (funding)	USACRC	TRADOC Safety, TRADOC DCSOPS&T, Centers & Schools
Instructor Training Course	Integrate	1 Jan 07	31 Mar 07	TRADOC Safety	USACRC, TRADOC DCSOPS&T, ATSC
CTC Observer/Controllers	Integrate	1 Jan 07	31 Mar 07	TRADOC Safety	USACRC, DCSOPS&T, CAC
Commanders	Revise	TBD	TBD (funding)	USACRC	TRADOC Safety, TRADOC DCSOPS&T, CAC
Additional Duty Safety Officers	Revise	TBD	TBD (funding)	USACRC	TRADOC Safety, TRADOC DCSOPS&T
Program/Systems Integration					
Gaming	Develop/Integrate	1 Jan 07	31 Mar 07	TRADOC Safety	USACRC, ARCIC, AAC, TRADOC DCSOPS&T
Simulations	Integrate	1 Jan 07	31 Mar 07	TRADOC Safety	USACRC, ARCIC, TRADOC DCSOPS&T
Policy Development & Revision					
FM 7-0	Integration of CRM during Revision	19 Jun 06	In progress	TRADOC Safety/USACRC	CAC
FM 7-1	Integration of CRM during Revision	In progress	In progress	TRADOC Safety/USACRC	CAC
TRADOC Reg 350-70	Integration of CRM during Revision	TBD	TBD	TRADOC Safety, USACRC	TRADOC DCSOPS&T

Priorities (in order of precedence)	Action	Start Date	Completion Date	Lead	Support
TRADOC Reg 385-2	Integration of CRM during Revision	In progress	31 Dec 06	TRADOC Safety	
AR 690-950	Integration of CRM during Revision	In Progress	TBD	ASA, I&E (ESOH)	TRADOC Safety, USACRC, USACHPPM
Strategic Communication					

Appendix C

Civilian and Specialized Training Requirements

Civilian Training Requirements

Individual Level

- Basic CRM Course - DL
- CES Foundation Course - Resident
- Employee Safety Course - DL

Technical/Tactical Level

- CES Basic Course - Resident
- Supervisory Safety Course - DL
- Supervisory Development Course - DL

Operational Level

- CES Advanced Course - Resident
- Managers Safety Course - DL
- CRM Operational Course - DL

Strategic/Executive

- CRM Executive/Senior Leaders' Course - DL

Specialized Training Requirements

Career Program 12 (CP12) – Safety and Occupational Health Professionals
ATCEDS Requirements – CP12

TRADOC Safety Personnel

- Instructor Training Course - Resident
- CRM Train-the-Trainer Course - Resident
- Branch Modules - DL
- CRM Integration Course - Resident

Training Developers

- CRM Integration Course – DL
- Branch Modules – DL
- Training Developer Administration Course

Instructors/Trainers

- CRM Integration Course – DL
- Branch Modules – DL
- Instructor Wellness Program

Specialized Training Requirements (cont'd)

Commanders

Commanders' Safety Course - DL

Additional Duty/Collateral Duty Safety Personnel

Additional Duty Safety Officer Course – DL

Branch Modules – DL

Drill Sergeants

Accident/Injury Prevention Course - DL