Training and Evaluation Outline Report

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Task Title: Conduct Distribution Operations

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Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary	Source Information
	ATP 4-0.1	ARMY THEATER DISTRIBUTION (http://armypubs.army.mil/doctrine/DR_pubs /dr_a/pdf/atp4_0x1.pdf)	Yes	Yes	
	ATP 4-11	ARMY MOTOR TRANSPORT OPERATIONS	Yes	No	
	ATP 4-16	MOVEMENT CONTROL	Yes	No	
	ATP 4-42	GENERAL SUPPLY AND FIELD SERVICES OPERATIONS	Yes	No	
	ATTP 4-0.1	Army Theater Distribution	Yes	No	
	FM 4-0	Sustainment Operations	Yes	No	
	FM 4-01	Army Transportation Operations http://armypubs.army.mil/doctrine/DR_pubs/ dr_a/pdf/fm4_01.pdf	Yes	No	
	JP 4-09	Distribution Operations	Yes	No	

Conditions: The Sustainment Brigade, with assigned logistics units / activities, are deployed to a designated theater / area of operations (AO) to provide sustainment support for deploying / deployed forces. Distribution requirements are being generated in the theater/AO Logistics Information Systems and Army Mission Command Systems are operational. A battle rhythm is synchronized with higher, lower, and adjacent organizations in the theater/AO. To ensure timely, sufficient, and enduring logistics support, the HQs maintains connectivity / communications with strategic level commands and agencies, subordinate units / elements, supporting units / agencies, and supported command / JTF units / elements. Staff elements are using operational tempo (OPTEMPO) data, sustainment controls established in the current operations order (OPORD), and command guidance to identify/ project the supported command's distribution needs (supplies, commodities, etc.).

The command may be part of an Army Service Component Command (ASCC) as the single Army sustainment (less medical) HQs within the theater / AO. Assigned units may include Combat Sustainment Support Battalions (CSSBs), and special functional units / elements. The staff and subordinate units/elements routinely collaborate with national inventory control points (NICPs), intermediate staging bases, and in-theater support units / agencies in order to track and manage materiel distribution efforts. The command's distribution managers may have complete or limited authority to direct, redirect, cross-level, or mass logistics resources at critical points within the theater / AO.

The unit is in a dynamic and complex operational environment,with a replicated Live, Virtual, Constructive and/or Gaming (LVC-G) regular, conventional or hybrid threat (BDE or Division size OPFOR), with near-peer enablers that should include cyber, degraded space, EW, advanced ISR, C3D, integrated air defense, counter and precision fires, SOF, CBRNE considerations, information warfare, and air threats. All operational variables of PMESII-PT must be present to various degrees to stimulate responses for key training objectives. Enemy offensive electronic warfare (EW), counterspace, and offensive cyber capabilities are trying to jam, spoof, exploit, or destroy friendly space based reconnaissance and communications platforms to prevent effective friendly mission command and ISR. Enemy is using long-range strike capabilities against civilian infrastructure and resources that support military operations, such as transportation networks, energy generation and distribution systems, and the defense industrial base. Threat capabilities may cover a wide spectrum, including information gathering; use of hostile force sympathizers; use of terrorist activities (such as suicide bombings); and reinforced squad operations in a chemical, biological, radiological, and nuclear (CBRN) environment.

Note 1: The common operational picture (COP) is updated based on continuous status reports. Maintaining an accurate COP display is critical to materiel management.

Note 2: The command's materiel management staff (in coordination with appropriate materiel managers at all levels) collects, collates, and analyzes the

flow of supplies in the pipeline (CONUS, intermediate staging bases, and in-theater) -- Total Asset and In-transit visibility (TAV / ITV).

Note 3: Primary materiel management elements / organizations may: (1) be designated to chair the distribution board(s), (2) be represented on the distribution board(s), or (3) require direct collaboration with the distribution board(s) via other communications methods such as video or telephone conferences.

 Some iterations of this task should be performed in MOPP 4.

Standards: Distribution managers provide updates to commanders on the flow of supply pipeline commodities (CONUS, intermediate providers, and in-theater providers). Tactical distribution updates confirm that distribution systems are effectively managed (including TAV / ITV of all commodities, movement tracking, and identification of units within, assigned to, or outbound from the AO). Distribution shortfalls and recommended resolutions are discussed in the command update, and decisions are made and executed that result in continuous sustainment support of the supported command's missions in accordance with ATP 4-0.1, standard operating procedures (SOP), no later then time prescribed in OPORD, the commander's intent, and orders from higher headquarters.

To obtain a T or T- this task must be conducted in a dynamic and complex environment with 4 plus OE variables and a hybrid threat at night with 75% or
 more leaders present, greater than 80% of Soldiers present at, receive a GO on 80% or more of the performance measures, ALL of the critical performance measures and at least 80% GO on the leader performance measures. Must be conducted during an external evaluation.

LEADER STATEMENT: For the purpose of this task, an Army leader is defined as a Soldier who is in a senior officer, warrant officer, and/or Non-Commissioned Officer (NCO) position designated by grade, paragraph, and title on the units Table of Organization and Equipment (TOE). Leaders are not only defined as officers, warrant officers, NCOs, and Army civilians in leadership positions but also include individuals who are Subject Matter Experts (SME) which possess the requisite knowledge and skill set to perform a particular task (For example, conduct an operation, provide logistics, or operate specific technical equipment, etc.) at the tactical through strategic level as the situation and/or mission(s) dictates. Leaders may also be personnel assigned to the unit and designated as a leader by the unit commander.

Live Fire: No

Objective Task Evaluation Criteria Matrix:

Plan and Prepare		Execute						Assess	
Operational Environment BDE & Above	Training Environment (L/V/C)	Leaders Present at Training/Required	Present at Training/Required	External Eval	Performance Measures	Critical Performance Measures	Leader Performance Measures	Evaluator's Observed Task Proficiency Rating	Commander's Assessment
Dynamic and Complex (All OE Variables and Hybrid Threat)	Night	>=85%	>=80%	Yes	>=91%	All	>=90%	**T**	**T**
		75-84%			80-90%		80-89%	**T-**	**T-**
Dynamic and Complex (All OE Variables and Single Threat)		65-74%	75-79%		65-79%			**P**	**P**
	Day	60-64%	60-74%	No	51-64%			**P-**	**P-**
Dynamic and Complex (<All OE Variables and Single Threat)		<=59%	<=59%		<=50%	<All	<=79%	**U**	**U**

Training Environment column reads: IAW unit CATS statement.

Remarks: Task steps and performance measures are intended to be arranged in a logical order. However, they are not intended to be interpreted as a "required order" for performance. Not every performance task steps and/or performance measures of collective task will be applicable to every unit.

Prior to evaluation, coordination should be made between the evaluator, the unit itself, and the evaluated units' higher headquarters (if required) to determine the task step(s) and/or performance measure(s) that must be performed during the evaluation or identify performance steps/measures that do not apply to the unit and may be omitted and identified as N/A during the evaluation. However, when evaluating this task, only the CRITICAL performance steps and measures will be used to calculate the overall percentage total in the training evaluation criteria matrix.

Training begins with the execution of pre-combat checks and inspections. Training ends when designated training objectives for the particular training events or exercises are performed to Army standard. Unit leadership should conduct an After Action Report (AAR) to determine future training requirements for the unit.

Task Evaluation Criteria Matrix Operational Environment (OE) Definitions:

Static—a static training environment has aspects of operational variables needed to stimulate mission variables that are fixed throughout the units' execution of the task.

Dynamic—a dynamic training environment has operational variables and threat Tactics, Techniques, and Procedures (TTP) for assigned counter-tasks that change in response to the execution of friendly force tasks.

Complex—a complex training environment requires a minimum of four—terrain, time, military (threat), and social (population)—or more operational variables; brigade and higher units require all eight operational variables to be replicated in varying degrees based on the task being trained.

Single threat—a single threat in a training environment is a conventional force, irregular force, criminal element, or terrorist force.

Hybrid threat—a hybrid threat in a training environment uses diverse and dynamic combination of conventional forces, irregular forces, terrorist forces, and criminal elements unified to achieve mutually benefitting effects.

Task steps and measures were developed using the Plan, Prepare, Execute, and Assess (PPEA) construct to reinforce the operations process and is implied throughout the Training & Evaluation Outline (T&EO) as applicable.

Notes: 1. DISRUPTED COMMUNICATION NETWORKS: Leaders need to be able to command their formations when communication networks are disrupted, while on the move, and without perfect situational awareness. Training to become proficient in the use of analog data tracking systems, voice communications, and unaided navigation techniques requires significant amounts of repetition, particularly when integrating all of the elements of combat power. Habitual relationships, practiced standard operating procedures, and the use of battle drills can mitigate some of the risk and friction inherent in lost situational awareness.

2. REPORTING ERRORS AND RECOMMENDING IMPROVEMENTS: Feedback is welcome to help improve this collective task. If errors are found, or if someone would like to recommend improvements to the performance steps and procedures in this collective task, please let us know. The preferred method is to submit a DA Form 2028 (Recommended Changes to Publications and Blank Forms) with recommended changes via email to usarmy.lee.tradoc.mbx.cascom-g3-collective@mail.mil. Recommended changes will be reviewed, validated to ensure approved Army or joint doctrine supports recommendation(s), and implemented as appropriate.

Safety Risk: Low

Task Statements

Cue: The commander requires sustainment updates to include total asset visibility / in-transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or out bound from the area of responsibility.

DANGER

Soldiers must constantly be alert for and avoid situations that may result in injury or death. At the training site, leaders must establish and provide training safety procedures.

WARNING

Exercise extreme caution while conducting operations. If you see something unsafe, say something, take corrective actions. Failure to do so may cause permanent injury or death to unit personnel and / or damage unit equipment.

CAUTION

Soldiers must be alert to human error and know the capabilities and limitations of the equipment and vehicles they use during training exercises. Following the proper safety procedures during training preserves troop strength by preventing personnel losses through accidents.

Performance Steps and Measures

NOTE: Assess task proficiency using the task evaluation criteria matrix.

NOTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.

STEP/MEASURE	GO	NO-GO	N/A

Plan

STEP/MEASURE	GO	NO-GO	N/A
+* 1. Command Group directs distribution operations.			
+ a. Reviews the priorities set by the supported commander.			
+ b. Reviews internal distribution policies related to Army Theater Distribution:			
(1) Physical Network			
(2) Financial Network			
(3) Information Network			
(4) Communication Network			
+ 2. Distribution Management / Support Operations staff analyze force requirements and sourcing to support the supported unit(s) concept of operation(s).			
+ a. Analyze sustainment to verify:			
(1) requirements			
(2) capabilities			
(3) shortfalls			
(4) determine solution(s)			
+ b. Analyze transportation:			
(1) requirements			
(2) capabilities			
(3) shortfalls			
(4) determine solution(s)			
+ c. Asses the four distribution networks (physical, information, communication, and financial):			
(1) requirements			
(2) capabilities			
(3) shortfalls			
(4) determine solution(s)			
+ d. Conduct applicable sustainment analysis.			
+ e. Develop commodity distribution concepts.			
+ f. Coordinate for applicable force protection capabilities.			
+ g. Plan for retrograde.			
+ 3. Distribution Management/Support Operations staff develops future distribution plans for providing logistics and force health projection (FHP) to support the supported command.			
a. Analyzes projected sustainment resource requirements and capabilities of subordinate logistics and combat-health support (CHS) supporting units.			
b. Collects TAV/ITV distribution information.			
c. Analyzes TAV/ITV distribution information.			
d. Develops the supported command's battlefield distribution scheme in concert with higher command-levels' supporting units.			
e. Recommends tactical disposition of logistics and FHP assets to commander.			
f. Prepares plans and annexes.			
+ 4. Surgeon section analyze the command's plans for class VIII distribution.			
a. Coordinates with internal and supporting medical staff elements.			
b. Coordinates for optimal employment of supported command's medical assets.			
c. Coordinates the placement of direct support higher-level command medical assets with supported units.			
d. Informs the appropriate internal and higher-level command medical staff elements of the commander's intent for medical logistics (MEDLOG) and FHP operations.			
e. Coordinates plan with all command's staff elements.			
f. Tracks FHP operations and provides medical asset distribution updates and recommendations to the commander and staff elements.			

Prepare

STEP/MEASURE	GO	NO-GO	N/A
+ 5. Distribution Management staff elements compare existing distribution infrastructure capabilities with the current and projected distribution operational requirements.			
+ a. Evaluate the current situation and develop branch plans to the current order.			
b. Ensure that distribution plans for each branch cover the time frame/phase of the current mission.			
c. Determine events/times (based on the current order/anticipated changes to the current mission) that require modifications to distribution operations and directs each branch as required.			
+ 6. Support operations personnel coordinate with subordinate units and sustainment activities.			

a. Coordinate with appropriate higher-command level operations staff elements to make changes to subordinate supporting units' task organizations to meet changing tactical requirements.

b. Direct cross-leveling of sustainment resources with the subordinate supporting units to meet tactical requirements.

c. Redirect the flow of sustainment resources in the supported command's distribution pipeline to meet high priority requirements.

d. Redirect the flow of sustainment resources in the supported command's distribution pipeline to shift unit level work load among subordinate supporting units, as required.

e. Direct retrograde of excess sustainment resources to echelon above brigade (EAB).

+ 7. Operational Contract Support Branch coordinates contracting sources to assist with the supported command's sustainment mission.

a. Identifies supported unit requirements, which can best be satisfied by contracting.

b. Validates (with the higher-command's Distribution Management Center) items of supply or required services authorized by the G4/S4 channels to be obtained by contract.

c. Coordinates with higher headquarters contracting organization to ensure efficient contracting operations.

d. Evaluates contractor effectiveness and contract execution.

e. Receives validated purchase requests from supported units.

f. Appoints, as required, ordering officials at subordinate organizations.

Execute

+ 8. Support Operations elements perform distribution pipeline management functions.

a. Provide staff direction or supervision for functional, commodity, and service managers.

b. Direct, redirect, cross-level, or mass logistics and FHP at critical points in the command's area of responsibility based on mission, enemy, terrain, troops, time, civilian considerations (METT-TC) and the commander's guidance.

c. Operate logistics and FHP information fusion center on behalf of the supported command.

d. Coordinate with S6/Logistics Automation Management Office (LOG AMO) to maintain visibility of analog and digital communications and automation networks that support the supported command's distribution activities.

e. Maintain continuous analog and digital communications with the command's subordinate units.

f. Maintain continuous analog and digital communications, as appropriate, with the command's staff movement control managers and higher command-level materiel managers.

g. Develop support plans for current and future operations.

h. Coordinate with the command's subordinate units to establish total asset visibility / intransit visibility (TAV/ITV) of supported command's unit resources during reception, staging, onward movement, and integration operations.

i. Coordinate with movement control staff elements, command maintenance elements, general supply managers, property book officer (PBO) personnel, procurement personnel, to establish and maintain TAV/ITV of in-transit sustainment resources in or out bound to the command's area of operations.

j. Coordinate with movement control staff elements, command maintenance elements, general supply managers, PBO personnel, procurement personnel, to establish and maintain TAV/ITV of sustainment resources at or passing through the command's distribution terminals within the subordinate supporting units' areas of operation.

+ 9. Materiel managers manage the supporting units/elements to optimize sustainment resource flow throughout the tactical area of responsibility.

a. Manages distribution terminal operations in coordination with the subordinate supporting units.

b. Coordinates internally to manage distribution pipeline volume, flow rates, and contents in or out bound to the subordinate supporting units.

c. Coordinates internally to manage ITV of retrograde requirements to include noncombatant evacuation order (NEO), enemy prisoner of war (EPW), mortuary affairs activities, and medical evacuation.

d. Manages the flow of multi-consignee shipments in or out bound to the subordinate supporting units.

e. Coordinates with the appropriate movement control, maintenance, general supply, PBO-Class VII, procurement, and medical materiel staff managers to manage inbound and outbound transportation with sustainment resources retrograde requirements.

f. De-conflicts unit competition for distribution resources.

+ 10. When communication networks are disrupted, unit leaders / staff use applicable analog data tracking systems, available voice communications, and / or unaided navigation techniques in accordance with unit standard operating procedures to continue mission.

Assess

+* 11. Support Operations or the Distribution Integration Branch assess current sustainment operations.

a. To ensure that logistics services contribute to the desired effects of the supported commander.

b. To ensure that applicable personnel services contribute to the desired effects of the supported commander.

c. To synchronize supported commander requirements with distribution capabilities.

d. To track commodities to their final destination.

Task Performance Summary Block									
Training Unit		ITERATION							
_____		1		2		3		4	
Date of Training per Iteration:									
Day or Night Training:		Day / Night		Day / Night		Day / Night		Day / Night	
		#	%	#	%	#	%	#	%
Total Leaders Authorized	% Leaders Present								
Total Soldiers Authorized	% Soldiers Present								
Total Number of Performance Measures	% Performance Measures 'GO'								
Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'								
Live Fire, Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'								
Total Number of Leader Performance Measures	% Leader Performance Measures 'GO'								
MOPP LEVEL									
Evaluated Rating per Iteration T, T-, P, P-, U									

Mission(s) supported: None

MOPP 4: Sometimes

MOPP 4 Statement: Some iterations of this task should be performed in Mission-Oriented Protective Posture (MOPP) Level 1-4 as directed by the commander and/or leaders. At MOPP4, performance degradation factors increases planning completion times. Ensure to comply with commanders guidance and unit TSOP when conducting operations in MOPP gear.

Chemical protective clothing ensemble and field protective mask restrict movement and activities. Wear appropriate MOPP gear only when threat forces have used Chemical, Biological, Radiological, and Nuclear (CBRN) weapons or as command directed. MOPP gear should be worn during CBRN training exercises.

During MOPP training, leaders must ensure personnel are monitored for potential heat and cold weather injuries. Command policies, Army regulation, and unit TSOP must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines in accordance with CBRN and Army regulations.

NVG: Sometimes

NVG Statement: Night vision goggles are not required to conduct this task. However, they may be required when conducting sustainment unit operations, during movement, or Soldier duties as assigned.

Prerequisite Collective Task(s): None

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
3.	71-BDE-5112	Conduct Mission Analysis	71 - Mission Command (Collective)	Approved
3.	10-BDE-4031	Plan Field Services Support	10 - Quartermaster (Collective)	Approved
3.	71-BDE-5111	Conduct the Military Decision Making Process	71 - Mission Command (Collective)	Approved
3.	71-BDE-5144	Develop a Running Estimate	71 - Mission Command (Collective)	Approved
4.	08-BDE-9005	Evaluate Situation and Operations - Surgeon	08 - Medical (Collective)	Approved
4.	08-BDE-9007	Provide Health Service Support Input During the Military Decision Making Process - Surgeon	08 - Medical (Collective)	Approved
4.	08-BDE-9001	Develop Health Service Support Estimate - Surgeon	08 - Medical (Collective)	Approved
4.	08-BDE-9004	Produce Orders and Plans - Surgeon	08 - Medical (Collective)	Approved
6.	55-BDE-2472	Control Containers and Flat Racks	55 - Transportation (Collective)	Approved
6.	63-BDE-2453	Coordinate Transportation Support	63 - Multifunctional Logistics (Collective)	Approved
6.	71-BDE-5318	Publish the Common Operational Picture	71 - Mission Command (Collective)	Approved
6.	63-EAC-2302	Provide Liaison Support (Brigade-Echelons Above Corps)	63 - Multifunctional Logistics (Collective)	Approved
6.	63-BDE-2467	Coordinate Retrograde of Supplies and Materiel	63 - Multifunctional Logistics (Collective)	Approved
7.	63-BDE-0015	Develop Operational Contracting Support Requirements	63 - Multifunctional Logistics (Collective)	Approved
8.	10-BDE-4024	Coordinate Bulk Petroleum Distribution	10 - Quartermaster (Collective)	Approved
8.	10-EAC-2415	Distribute Bulk Water	10 - Quartermaster (Collective)	Approved
8.	63-BDE-2401	Manage Supply Support	63 - Multifunctional Logistics (Collective)	Approved
8.	10-EAC-2416	Manage Bulk Petroleum	10 - Quartermaster (Collective)	Approved
8.	63-EAC-2923	Maintain Total Asset Visibility	63 - Multifunctional Logistics (Collective)	Approved
9.	63-BDE-4877	Provide Sustainment Support	63 - Multifunctional Logistics (Collective)	Approved
9.	63-BDE-2708	Distribute Class I, II, III(P), IV, V, VI, VII, IX, and Bottled Water	63 - Multifunctional Logistics (Collective)	Approved
9.	63-EAC-2923	Maintain Total Asset Visibility	63 - Multifunctional Logistics (Collective)	Approved
9.	09-BDE-4102	Manage Class V Distribution for Sustainment Operations	09 - Ordnance (missiles and munitions) (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
3.	150-LDR-5321	Establish Planning Guidance	150 - Mission Command (Individual)	Approved
3.	150-MC-5119	Prepare an Operation Order	150 - Mission Command (Individual)	Approved
3.	150-MC-5321	Distribute Planning Guidance	150 - Mission Command (Individual)	Approved
3.	150-MC-5117	Prepare a Warning Order	150 - Mission Command (Individual)	Approved
4.	081-670-0103	Manage Class VIII Supplies and Services	081 - Medical (Individual)	Approved
4.	081-70K-2003	Conduct Class VIII Supply Support Operations	081 - Medical (Individual)	Approved
4.	081-E68-3028	Prepare an Operations Plan	081 - Medical (Individual)	Approved
4.	081-70B-2003	Maintain Class VIII Account	081 - Medical (Individual)	Approved
4.	081-70H-2005	Prepare Staff Estimates	081 - Medical (Individual)	Approved
4.	081-65B-2005	Develop a Support Plan	081 - Medical (Individual)	Approved
6.	150-MC-5128	Synchronize Boards and Processes	150 - Mission Command (Individual)	Approved
6.	150-IPO-4032	Develop a Communication Synchronization Plan	150 - Mission Command (Individual)	Approved
6.	150-01E-0201	Assess the Common Operational Picture (COP)	150 - Mission Command (Individual)	Approved
6.	150-MC-5315	Establish the Common Operational Picture	150 - Mission Command (Individual)	Approved
6.	150-ASC-0009	Distribute the Common Operational Picture and Maintain Running Estimates	150 - Mission Command (Individual)	Approved
7.	907-003-0003	Conduct Contracting Operations Assessment	907 - Army Logistics (Individual)	Approved
7.	907-002-0002	Provide Theater Support Contracting	907 - Army Logistics (Individual)	Approved
7.	907-001-0001	Develop Theater Contracting Support Plans	907 - Army Logistics (Individual)	Approved
8.	150-LDR-5013	Organize the Staff for Operations	150 - Mission Command (Individual)	Approved
8.	150-MC-0010	Supervise the Staff	150 - Mission Command (Individual)	Approved
8.	150-IPO-4028	Direct a Staff (Establish Teamwork and Collaboration)	150 - Mission Command (Individual)	Approved
8.	150-IPO-0102	Conduct Staff Coordination	150 - Mission Command (Individual)	Approved
9.	551-882-3106	Manage Theater Distribution Operations	551 - Transportation (Individual)	Approved
9.	551-88A-9049	Integrate Distribution Management	551 - Transportation (Individual)	Approved
9.	551-88A-9097	Manage Distribution Tracking Systems	551 - Transportation (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
ART 4.1.6	Provide Distribution
ART 4.1.6.1	Conduct Distribution Management

TADSS

TADSS ID	Title	Product Type	Quantity
No TADSS specified			

Equipment (LIN)

LIN	Nomenclature	Qty
No equipment specified		

Materiel Items (NSN)

NSN	LIN	Title	Qty
No materiel items specified			

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. It is the responsibility of all Soldiers and Department of the Army civilians to protect the environment from damage. Army personnel must take care of the environment; that is, practice environmental stewardship. All operations conducted on Army

installations will comply with federal, state, local and host nation environmental requirements and Army regulations. Army personnel will sustain compliance at all sites in the U.S. and abroad, establishing good relationships with communities and regulators.

Environmental risk management consists of the following steps:

a. Identify Hazards. Identify potential sources for environmental degradation during analysis of METT-TC factors. This requires identification of environmental hazards. An environmental hazard is a condition with the potential for polluting air, soil, or water and or destroying cultural and historical artifacts.

b. Assess the Hazard. Analyze potential severity of environmental degradation using the Environmental Risk Assessment. Severity of environmental degradation is considered when determining the potential effect an operation will have on the environment. The risk impact value is defined as an indicator of the severity of environmental degradation. Quantify the risk to the environment resulting from the operation as extremely high, medium, or low, using the environmental risk assessment matrixes.

c. Make Environmental Risk Decisions. Make decisions and develop measures to reduce high environmental risks.

d. Brief Chain of Command. Brief chain of command (to include installation environmental office, if applicable), on proposed plans and pertinent high-risk environmental matrixes. Risk decisions are made at a level of command that corresponds to the degree of risk.

Reference: GTA 05-08-002, Environmental-Related Risk Assessment

Safety: In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine. Leaders must verify the structural soundness of all training and evaluation plans from a safety viewpoint. Leaders must conduct training at levels consistent with the abilities of the Soldiers being trained. They must instill an awareness of individual safety in all subordinate leaders and Soldiers. All Soldiers must constantly be alert for and avoid situations that may result in injury or death.

Be aware of the following:

a. At the training site, leaders must establish training safety overview procedures. Safety procedures should emphasize the adherence to standards, consideration of environmental factors (for example, wet bulb), risk assessment, and factors contributing to and aiding in the prevention of accidents. Responsible individuals must know how to balance the risks against the training requirements and monitor conditions for safety and health hazards (to eliminate or control them). Leaders must ensure the welfare of their Soldiers in all situations.

b. Leaders must establish a buddy system for safety measures. Soldiers should maintain a safety watch on each other, with emphasis on individual safety training, and first aid responsibilities. All unsafe conditions and unsafe acts must be recognized and reported. Soldiers must be alert to human error and know the capabilities and limitations of the equipment and vehicles they use. Following the proper safety procedures preserves troop strength by preventing personnel losses through accidents.