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3000 MARINE CORPS PENTAGON
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MARINE CORPS ORDER 1500.60

From: Commandant of the Marine Corps
To: Distribution List

Subj: FORCE PRESERVATION COUNCIL (FPC) PROGRAM

Ref: (a) MCO 3500.27C
(b) DoD 6025.18-R, "DoD Health Information Privacy Regulation," January 24, 2003
(c) SECNAVINST 5211.5E
(d) MCO 1752.5B
(e) MCO 5300.17
(f) DoD Instruction 6490.08, "Command Notification Requirements to Dispel Stigma in Providing Mental Health Care to Service Members," August 17, 2011
(g) MCO 5100.29B
(h) SECNAV M-5210.1
(i) Department of the Navy Civilian Human Resource Manual (DON CHRM)
(j) MCO 5100.19F
(k) 5 U.S.C. 552a

Encl: (1) Risk Assessment Mapping Process (RAMP)

1. Situation. This Order establishes policy for the standard organization and conduct of the Force Preservation Council (FPC) within the Marine Corps.

2. Mission. Establish a Marine Corps FPC program that optimizes the potential of all active and reserve Marines and Sailors by identifying individual risk factors and applying holistic risk management (RM) measures in order to improve individual and unit readiness.

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3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The FPC shall be guided by the Marine Corps leadership principal "know your Marines and lookout for their welfare" and is intended to increase unit readiness by optimizing the potential of every Marine and Sailor through risk assessment and mitigation.

(b) Human factors are frequently found to have played a part in a tragedy or adverse event. Leaders, special staff, peers, and subordinates are often aware of isolated events, but sometimes are not aware of the whole picture. Continuous, proactive involvement by leadership at all levels is essential to identify and mitigate the stressors that affect the daily lives and performance of Marines and Sailors.

(c) FPCs are conducted as prescribed to provide the commander a better understanding of the overall well-being of unit personnel and to recommend risk mitigation measures as appropriate.

(2) Concept of Operations

(a) Commanders and Officers-in-Charge (OIC) shall have a clear, formalized FPC process to consider every member of the command and identify those Marines and Sailors requiring additional resources, risk mitigation plans and/or additional mentoring. Enclosure (1) provides a best practice tool to help Commanders and OICs evaluate individual Marines.

(b) Commanders and OICs have the latitude to tailor the specific construct of their FPC to their unit size, structure, location, geographic dispersion and mission as long as every Service member is individually evaluated.

(c) Use engaged leadership and RM guidance per reference (a) to recognize and intervene early when stressors and potentially risky behaviors first develop in Service members in order to interrupt the chain of events that can lead to an adverse outcome. The objective is an in-depth knowledge of personnel that subsequently informs if, when, and how additional support and resources are provided.

(d) Commanders shall ensure compliance with protected health information (PHI) and personally identifiable information (PII) disclosure standards set forth in references (b) through (f) in the conduct of all FPC meetings and activities. The PHI of Service members is only disclosed to, or used by, military commanders when explicitly permitted by law and current Departmental directives. Reference (b) provides guidance on uses and disclosures of PHI for armed forces personnel. Additionally, enclosure (2) of reference (f) lists the appropriate occasions for provider disclosure of mental health-related PHI to commanders. Such information lawfully disclosed to a commander shall be disclosed only to FPC members who have a valid need-to-know to carry out official duties in relation to operational and risk management decisions and who are designated, in writing, to receive this information.

b. Subordinate Element Missions. FPCs shall be conducted on a monthly basis for the active component and not less than semi-annually for the reserve component.

(1) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). Update Marine and Family Programs and policies to reflect the role of the FPC process. Support FPC information technology initiatives and resources concerning personnel records and documentation.

(2) Inspector General of the Marine Corps (IGMC) and all Commanding Generals. Ensure commands comply with the execution of this Order.

(3) Director, Commandant of the Marine Corps Safety Division (CMC SD). CMC SD is established as the office of primary responsibility for this Order and is responsible for coordinating its implementation, evaluation and the incorporation of recommendations from Marine Corps activities and organizations.

(4) Headquarters Marine Corps (HQMC) Departments, Divisions, and Staff Agencies

(a) Deputy commandants, directors, supervisors and branch heads will discuss uniformed staff personnel in accordance with paragraph 3 (a), subparagraph 2, concept of operations.

(b) At a minimum, council membership will consist of the immediate supervisor and the director, deputy, or branch head.

(c) For Marines and Sailors being transferred, ensure the Commanding Officer or OIC of the gaining unit is provided the necessary and relevant force preservation information. It is the responsibility of the losing command to pass the relevant FPC information. However, gaining commands are encouraged to contact the losing command for information. Use of approved resource technology tools may assist in this effort.

(d) The FPC process will be codified in a policy letter or Standard Operating Procedure (SOP) that is available to all assigned Service members.

(e) Enclosure (1) provides best practices that may be used as appropriate.

(5) Commanders and Officers-in-Charge

(a) Establish an FPC process that incorporates a thorough review of risk factors for each individual Marine and Sailor and, when appropriate, implements holistic RM measures in order to increase unit readiness by optimizing each individual's potential. The established FPC process shall meet all elements described in paragraph 3 (a), sub paragraph 2, concept of operations and will ensure appropriate Marine and family programs are used to assist the FPC.

(b) For Marines and Sailors being transferred, the losing command shall ensure the gaining command is provided the necessary and relevant force preservation information. While the losing command is required to pass the relevant FPC information, gaining commands are encouraged to contact the losing command. Use of approved resource technology tools may assist in this effort.

(c) Codify the unit's FPC process in a written policy letter or SOP that is available to all assigned Service Members.

(d) Enclosure (1) provides best practices that may be used at the commander's discretion.

(6) Service Members. Co-workers or fellow Service members have a responsibility to identify and make aware to the chain of command any stressors or potentially moderate or high-risk behavior of a fellow Service member.

c. Coordinating Instructions

(1) Commanding officers or other persons designated in writing by the commanding officer may receive protected health information, in accordance with reference (b), for the purposes of determining the impact of the Service member's health status on the command's readiness and military mission.

(2) Subject Matter Expert (SME) support on the FPC process is available via the chain of command from the CMC SD. The scope of SME participation may be limited due to the existence of confidentiality and/or privileged information regarding Service members.

(3) Commands with effective programs should contact CMC SD via the chain of command with their ideas, suggestions and best practices. Additional support is available from the Marine and Family Programs Division, M&RA, via the chain of command.

(4) Human Factors Councils (HFC), required in aviation units, are an independent process established specifically by and for the aviation community. The FPC process is not intended to replace or interfere with the HFCs. Commands have the latitude to tailor the FPC process to be mutually supportive with the HFC, as long as the requirements and intent of both are met.

4. Administration and Logistics

a. Per reference (g), completion of FPCs will be reported quarterly via the Warrior Preservation Status Report (WPSR) to the Director, SD via the chain of command. The intent is to capture the date of completion, not findings, on the WPSR.

b. Information generated from the FPC is for the commanding officer's use and for the purpose of force preservation and risk mitigation. It shall be kept in confidence and shall not be used for disciplinary action. Commanding officers may assign a record keeper to record the proceedings of the FPC.

c. FPC minutes or memo and the unit or command FPC policy are IGMC inspection items. The minutes or memo shall only provide the date convened, location of FPC, and FPC attendance. These records shall be retained for three years.

d. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (h) to ensure proper maintenance, accessibility, and preservation regardless of format or medium.

e. The generation, collection or distribution of personally identifiable information (PII) and management of privacy sensitive information shall be in accordance with the Privacy Act of 1974, as amended, per references (c) and (k). Any unauthorized review, use, disclosure or distribution is prohibited.

f. Additional FPC policies, scenarios, sample meeting worksheets, templates, and other best practices can be found at <http://www.safety.marines.mil/Resources/ForcePreservationCouncil.aspx>.

5. Command and Signal

a. Command. This Order is applicable to Active and Reserve component Marines and assigned Sailors. It is not applicable to civilian employees. Commanding officers should familiarize themselves with the Civilian Employee Assistance Program in reference (i) as a tool to address civilian personnel human factors concerns.

b. Signal. This Order is effective the date signed.



J. M. PAXTON, JR.
Assistant Commandant
of the Marine Corps

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Risk Assessment Mapping Process (RAMP)

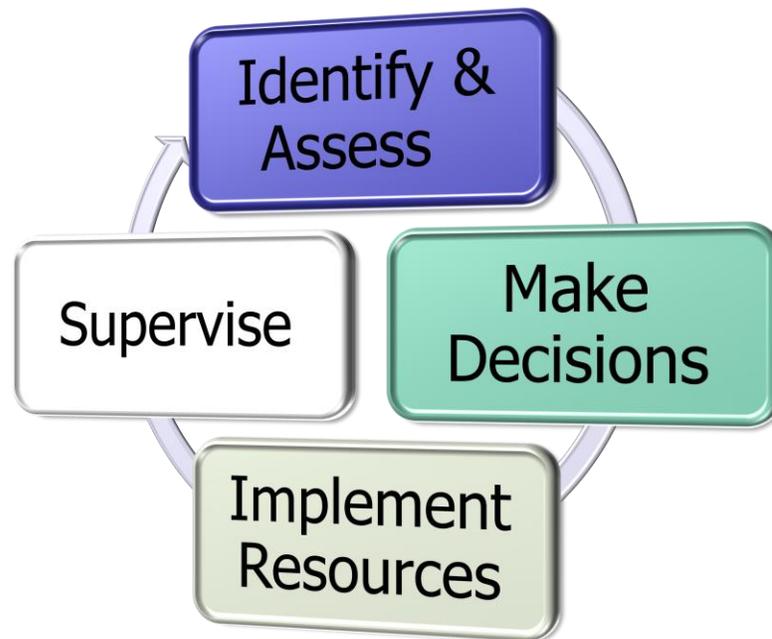


Figure 1-1.--Risk Assessment Mapping Process (RAMP).

1. RAMP is a cyclic process (Figure 1-1) to continuously assess and mitigate risk and/or stress. **RAMP does not replace engaged leadership.** RAMP simply correlates existing assessments already in place (Risk Assessment Codes/High-Med-Low/Colors) and is used by commanders. RAMP is an additional resource to assist the commander. This optional method can help the commander and the FPC by the following:

- a. Identify a problem and assess the impact on the individual and unit readiness.
- b. Make decisions to improve the well-being of the individual.
- c. Implement appropriate resources to reduce risk or stress at an acceptable level.
- d. Supervise the individual through peers, leadership and mentoring.

2. RAMP uses basic RM principles in reference (a) as the guiding process; it is the foundation that supports the mitigation plan for the commander.

3. RAMP "maps" or ties current matrices used by the Marine Corps to ensure uniformity/standardization and to provide appropriate trend analysis.



Identify Assess			Make Decisions Implement Controls		Supervise
Initial Assessment Correlation Matrix			Combat Operational Stress Control	Marine Total Fitness Cords	Final Assessment Matrix Application of Resources (Controls) reduces level of severity and probability
Risks	Levels	Colors			
Critical	High	Red	Ill	Drained	
Serious	Medium	Orange	Injured	Depleted	
Moderate	Elevated	Yellow	Reacting	Stressed	
Minor/Negligible	Low	Green	Ready	Fit	

Figure 1-2.--RAMP Matrix Procedures.

4. Identify/Assess (Initial Assessment) (Figure 1-2)

a. Through the FPC, identify the risk and/or stress affecting the individual and the unit's readiness (Figure 1-2).

(1) Identify the specific activity, life event, risk, or stress.

(2) There are five sample risk/stress assessment matrices (described on the following page) that commonly affect Service members. Note: These matrices are not all inclusive. Commanders have the latitude to add, adjust or modify the matrices.

b. Assess the risk and/or stress as an expression of potential harm/severity, described below.

(1) Risks: Critical, Serious, Moderate, or Minor/Negligible.

(2) Levels: High, Medium, Elevated, or Low.

(3) Colors: Red, Orange, Yellow, or Green. Note: For uniformity and standardization across the Marine Corps, the risks-levels-colors equate to each other and mean the same.

5. Make Decisions/Implement Controls

a. Through the FPC, make the appropriate decisions to improve both the well-being of the individual and the unit's readiness.

b. Implement controls, resources, or measures such as medical, chaplain, counseling, legal, substance abuse control officer (SACO), financial assistance, family services, etc.

6. Supervise; Residual Risk/Stress (Final Assessment)

a. After controls, resources, or measures are in place, identify and select appropriate risk-level-color assessment as an expression of reduced harm/severity.

Off-Duty Matrix			PROBABILITY				
			Likelihood of Occurrence Over Time				
			A Likely to impact individual readiness	B Probably impact individual readiness	C May impact individual readiness	D Unlikely to impact individual readiness	
SEVERITY	Factors & Stressors	I	License suspended or revoke; No training or use of PPE	1	1	2	3
		II	History of unsafe acts; History of traffic violations and/or alcohol related offenses; inadequate training or limited use of PPE	1	2	3	4
		III	Recently purchased a motorcycle as first time owner; participates in high risk activities or sports	2	3	4	5
		IV	Fully trained, wears all PPE, and skilled for off-duty activities	3	4	5	5
Risk Assessment Codes							
1- Critical/High/Red 2-Serious/Medium/Orange 3- Moderate/Elevated/Yellow 4 & 5- Minor/Negligible/Low/Green							

Financial Matrix			PROBABILITY				
			Likelihood of Occurrence Over Time				
			A Likely to impact individual readiness	B Probably impact individual readiness	C May impact individual readiness	D Unlikely to impact individual readiness	
SEVERITY	Factors & Stressors	I	Bankruptcy; foreclosure; collection agency	1	1	2	3
		II	Past due on bills; late on payments	1	2	3	4
		III	High debt load; manages to pay bills and saves or invest money	2	3	4	5
		IV	No debts; pays bills on time; saves or invest money				5
Stress Assessment Codes							
1- Critical/High/Red 2-Serious/Medium/Orange 3- Moderate/Elevated/Yellow 4 & 5- Minor/Negligible/Low/Green							

Figure 1-3.--Sample Assessment Matrices.

Relationships Matrix			PROBABILITY				
			Likelihood of Occurrence Over Time				
			A Likely to impact individual readiness	B Probably impact individual readiness	C May impact individual readiness	D Unlikely to impact individual readiness	
SEVERITY	Factors & Stressors	I	Violence or abuse	1	1	2	3
		II	Recent divorce, separation or severely strained relationship	1	2	3	4
		III	Recent breakup or family/social discord/seeking counseling services	2	3	4	5
		IV	Healthy family/social relationship				5
Stress Assessment Codes							
1- Critical/High/Red 2-Serious/Medium/Orange 3- Moderate/Elevated/Yellow 4 & 5- Minor/Negligible/Low/Green							

Medical/Behavioral Health Matrix			PROBABILITY				
			Likelihood of Occurrence Over Time				
			A Likely to impact individual readiness	B Probably impact individual readiness	C May impact individual readiness	D Unlikely to impact individual readiness	
SEVERITY	Factors & Stressors	I	Physical Evaluation Board; Separations; Substance abuse (Drugs/Alcohol)	1	1	2	3
		II	Receiving in/out patient treatments; Taking multiple medications (Psychotropic)	1	2	3	4
		III	Light or Limited Duty	2	3	4	5
		IV	Healthy or fit for duty				5
Stress Assessment Codes							
1- Critical/High/Red 2-Serious/Medium/Orange 3- Moderate/Elevated/Yellow 4 & 5- Minor/Negligible/Low/Green							

Performance Matrix			PROBABILITY				
			Likelihood of Occurrence Over Time				
			A Likely to impact individual readiness	B Probably impact individual readiness	C May impact individual readiness	D Unlikely to impact individual readiness	
SEVERITY	Factors & Stressors	I	History of willful TTP/SOP violations; Pending Court martial or administrative separation	1	1	2	3
		II	Inadequate skill or training; History of complacency or taking shortcuts; NJP; Competency Review Board; Adverse fitness report	1	2	3	4
		III	Training failure (Training & Readiness, PFT,CFT,Rifle Range); Counseling; Derogatory Page 11 entry; Assigned to BCP	2	3	4	5
		IV	On track for career progression				5
Stress Assessment Codes							
1- Critical/High/Red 2-Serious/Medium/Orange 3- Moderate/Elevated/Yellow 4 & 5- Minor/Negligible/Low/Green							

Figure 1-3.--Sample Assessment Matrices (Cont'd).

b. The assessment codes, levels, or colors (Figure 1-3) are an expression of risk that combines the elements of severity (factors and stressors) and probability (likelihood of impacting individual/unit readiness over time). The assessment is a level of risk/stress for each problem expressed as a single Arabic number as portrayed in the above assessment matrices.

7. Example #1. Marine separates from spouse (no children) and is on limited duty for back problems. The Marine is expected to be deployed in six months.

a. Initial Stress Assessment. Based on probability and severity of the stressors:

(1) Relationship Matrix; Severity row is II (Recent divorce, separation or severely strained relationship). Probability column is B (Probably impact individual readiness).

(a) Severity II and Probability B equates to stress assessment of "2" [Serious, Medium or Orange].

b. Medical/Behavioral Health Matrix. Severity row is III (Light or Limited Duty). Probability column is C (May impact individual readiness).

(1) Severity III and Probability C equates to stress assessment of "4" [Minor, Low or Green].

(2) The lowest score will determine Marine's initial stress assessment, which is "2."

c. FPC determines appropriate mitigation plans (e.g., family counseling and monthly follow-up evaluations with the physician who signed the limited duty board).

d. Once mitigation plans are in place, re-assess risk/stress based on severity and probability as executed from initial stress assessment procedure.

e. Final Stress Assessment. Final stress assessment is determined to be a "4."

8. Example #2. A Service member just bought a sports bike and is new to riding motorcycles. The member requires motorcycle training. Previously, the member had a speeding ticket (unknown to the command) for speeding in a privately owned vehicle. The member, a social drinker on the weekends, occasionally binges on alcohol.

a. Initial Risk Assessment. Based on probability and severity of the stressors:

(1) Severity II, Probability A equates to risk assessment "1" [Off-duty Matrix].

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(2) Severity I, Probability C equates to risk assessment "2" [Medical/Behavioral Health Matrix].

(3) The Service member's initial risk assessment is a "1".

b. FPC determines appropriate mitigation plans (e.g., complete required training/rider mentorship in accordance with reference (j), counsel member for speeding, refer member to Substance Abuse Control Officer (SACO) and medical).

c. Once mitigation plans are in place, re-assess risk/stress based on severity and probability from the matrices.

d. Final Risk Assessment. Is determined to be a "3".

e. Continued re-assessment via the RAMP and leadership engagement is necessary to ensure Service members' continued well-being and readiness.