



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
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WASHINGTON DC 20350-3000

MCO 1500.60A  
M&RA (MF)  
13 Dec 2024

MARINE CORPS ORDER 1500.60A

From: Commandant of the Marine Corps  
To: Distribution List

Subj: FORCE PRESERVATION COUNCIL (FPC)

Ref: See enclosure (1)

Encl: (1) References  
(2) Risk Management (RM) Process

1. Situation. This Order establishes policy for the standard organization and conduct of the Force Preservation Council (FPC) within the Marine Corps. This Order is in accordance with references (a) through (aa).

2. Cancellation. MCO 1500.60

3. Mission. Establish a Marine Corps FPC process that optimizes the potential of all active and reserve Marines and Service Members attached to Marine Corps units (hereafter referred to as Marines) by identifying individual risk factors, applying holistic risk management (RM) measures and promoting protective factors in order to improve individual and unit readiness.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The FPC must be guided by the Marine Corps leadership principle "know your Marines and look out for their welfare" and the six functional areas of Marine leader development defined in reference (j). The FPC process is intended to increase unit readiness by optimizing the potential

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of every Marine through proactive prevention, risk assessment, mitigation, and the strengthening of protective factors.

(b) Human factors frequently play a part in tragedies or adverse events. Leaders, special staff, peers, and subordinates are often aware of isolated events, but not aware of events in relation to one another. Continuous, proactive involvement by leadership at all levels and the implementation of prevention activities are essential to improve individual and unit readiness and identify and mitigate the stressors that affect the daily lives and performance of Marines.

(c) Force Preservation is a continuous process beginning at the lowest level of leadership within a command to identify individual risk factors and apply holistic RM measures to improve individual and unit readiness. During an FPC, commanders, their command team, unit leaders, and command-designated subject matter experts (SMEs) discuss Marines who require a risk assessment decision, risk mitigation plan implementation or review, additional mentoring and resources, or for any reason deemed appropriate by the commander. The process continues to occur outside of a formal FPC through engaged leaders' utilization of mentorship and coaching to evaluate Marines. Additional support may be provided by command staff such as Chaplains, Medical Officers, and the chain of command. Enclosure (2) and Volume 2, Chapter 3 of reference (f) provide risk assessment processes to assist commanders and leaders at all levels in the evaluation of individual Marines.

(d) The Command Individual Risk and Resiliency Assessment System (CIRRAS) is the Marine Corps' identified electronic Program of Record force preservation tool. All commanders must use the identified program of record to support the FPC process; identify and document risk levels of individual Marines; record risk mitigation plans to include referrals, resources, and additional mentoring; and facilitate warm handoffs between commands. CIRRAS must be used in accordance with references (v) and (w).

## (2) Concept of Operations

(a) Commanders must have a clear, formalized FPC process which incorporates FPCs and ensures consideration of every Marine.

1. Commanders must ensure every Marine is considered through a combination of recurring tasks and

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activities throughout the chain of command including, but not limited to: company level FPCs, discussions or reviews at any level within the command, that occur prior to the company, battalion, or squadron level FPC. Profile reviews and updates including event or profile entries, risk level recommendations and or recertifications may occur as a result of discussions with unit leaders and individual Marines in accordance with reference (w).

a. Consideration of every Marine does not require an FPC to discuss every Marine.

(1) Marine profile information must be updated prior to each FPC.

(2) The Commanding Officer (CO) is responsible for reviewing and validating risk recommendations and assigning a Risk Determination, the official force preservation risk level assigned to a Marine.

b. Profiles may be updated as a result of recurring risk recertification or recurring administrative profile event entries.

2. The FPC process may be tailored to unit size, structure, location, geographic dispersion, and mission as long as: every Marine is considered, each individual Marine's CIRRAS profile is maintained in a fully completed state, and the process includes FPCs.

3. CIRRAS is the singular and authoritative tool used to support the FPC process and the FPC in accordance with CIRRAS user roles and permissions established in references (v) and (w). Processes for required use while deployed or TAD are provided in reference (w).

(b) Compliance with protected health information (PHI) and personally identifiable information (PII) disclosure standards are set forth in references (a), (b), (g), (i), (k), (l), (q), (z), and (aa) in the conduct of all FPCs and FPC related activities.

b. Subordinate Element Missions. FPCs must be conducted, at a minimum, on a monthly basis for the active component and not less than semi-annually for the reserve component. Commanders must ensure the well-being of Marines is assessed on

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a continuous basis to mitigate risks and improve individual and unit readiness.

(1) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA) must:

(a) Oversee and monitor implementation of FPC processes to inform decision making, mitigate challenges, and address readiness needs.

(b) Act as CIRRAS functional advocate and office of primary responsibility for this Order.

(c) Coordinate implementation, evaluation, and incorporation of recommendations from Marine Corps activities and organizations.

(d) Provide and manage standardized training materials in accordance with references (v) and (w).

(e) Serve as HQMC Functional Area Sponsor in accordance with reference (MCO 5400.6J) Inspector General of the Marine Corps (IGMC) Inspections Program. Maintain an annually updated Functional Area Checklist by ensuring questions are in compliance with the IGMC Inspections Program's checklist standards. Coordinate with IGMC on all inspections related matters. If requested by IGMC, provide an inspector for IGMC inspections.

(f) Review this Order annually to ensure that it is necessary, current, and consistent with statutory authority.

(2) Director, Commandant of the Marine Corps Safety Division must reference FPC and CIRRAS requirements into the overarching Marine Corps Safety Management System.

(3) Deputy Commandants (DCs), Headquarters Marine Corps Departments, Divisions, Staff Agency Heads, Directors, and Commanding Officers (COs):

(a) Force Preservation Council (FPC) Process

1. Establish and conduct a clear, formalized FPC process which considers every member of the command, includes FPCs, and utilizes CIRRAS as the single authoritative tool. Enclosure (2) provides a tool to help evaluate individual Marines and implements holistic RM measures.

2. Recognize and intervene early when stressors and potential risks first develop in Marines to interrupt the chain of events leading to adverse outcomes. The objective is to leverage in-depth knowledge of personnel to inform if, when, and how additional support and resources are needed. Intervention should not occur only during an FPC.

3. Utilize and make referrals to appropriate programs operated by the Marine Corps, the Department of Defense (DoD) or other federal agencies to support the FPC process, FPCs, and the identified needs of Marines and families.

4. Individuals seeking access to information about themselves contained in CIRRAS must address written requests to the CO where assigned or to the system manager at Headquarters Marine Corps, Manpower & Reserve Affairs (M&RA), Marine & Family Programs (MF) Division, 3280 Russell Rd., Quantico, VA 22134-5143, 4th Deck. Signed, written requests must include the individual's full name, electronic data interchange personal identifier (EDIPI)/DoD identification number, telephone number, street address and/or email address.

5. Commanders may show a Marine information in their profile in CIRRAS upon request.

6. The unit medical officer must be consulted prior to the release of medical information to Marines.

(b) Force Preservation Councils (FPC). Information generated from the FPC must be kept in confidence and restricted to those with an official need to know and is for the purpose of supporting unit and individual readiness.

1. FPCs are a key component of the RM process required by references (n) and (o) and provide commanders with critical information needed to make informed decisions that reduce or offset risk, increase operational effectiveness, and increase the probability of mission success.

2. FPCs must include relevant unit leadership and CIRRAS system users with an official need to know, and may include both civilian and uniformed support staff and SMEs.

3. FPC discussions, risk assessment decisions, and mitigation plans are not inspectable.

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4. Commanders, at their discretion, may delegate the assignment of medium and elevated risk to company commanders. Marines with risk assignments of high and medium must be briefed during the battalion or squadron FPC. Commanders may include additional Marines at any risk level during an FPC.

5. Marines assigned a risk level of elevated, medium, or high must have risk levels recertified during an FPC if no change in risk level is determined by the CO. Recertification is not required for Marines assigned a risk level of low.

(c) Command Individual Risk and Resiliency Assessment System (CIRRAS) Marine Users and User Roles

1. CIRRAS system user roles with access to individual profile information must be active or reserve component Marines. Civilian command leadership appointed in writing with direct supervisory oversight of Marines within the unit may also be assigned to roles with access to individual profile information.

a. Civilian support staff must not be assigned CIRRAS user roles allowing access to individual profiles.

b. A sample appointment letter for Unit Administrators and FPC Certifiers is provided in reference (w).

c. Commanders and uniformed system users must be assigned CIRRAS user roles and permissions in accordance with references (v) and (w).

d. Access and user roles are limited to authorized personnel with a need to know to perform their official assigned duties and job requirements.

e. The assigned Unit Administrator must manage training completion and annual compliance in accordance with references (v) and (w).

2. Standardized or non-standardized civilian position descriptions must not be changed to assign official duties related to CIRRAS system access or system use.

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(d) Civilian Support Staff and Civilian Subject Matter Experts (SMEs) Users and User Roles. Civilian support staff and civilian SME are authorized to participate in FPC processes and FPCs at the commander's discretion.

1. Ensure civilian support staff and civilian SMEs participating in FPC processes and FPCs must offer relevant and necessary subject matter expertise, in accordance with official job responsibilities and duties assigned by position description, within the command structure.

2. Civilian support staff and civilian SMEs must not have CIRRAS user roles enabling access to individual Marine profiles in accordance with references (a), (b), (i), (s), (v), (w), and (aa).

3. Civilian support staff and civilian SMEs may be consulted to provide recommendations. These may include representatives from Marine and Family programs, Semper Fit and Recreation, or other Military Family Readiness and Prevention programs operated by the DoD or other federal agencies.

4. At the commander's discretion, civilian support staff and civilian SMEs may be assigned CIRRAS system user roles that enable access only to unit aggregate data or trends, reports displaying aggregate or program health data, or the Commander's Dashboard feature.

(e) Executive Level Force Preservation Council (FPC). Executive level FPCs may be held at the O6 or higher command levels to identify trends, barriers, and observations to address needs, develop plans to address needs, or to conduct a review of at-risk Marines within any level of the organization.

1. CIRRAS profiles must only be displayed during an executive level FPC by a CIRRAS user role-holder from within that Marine's own unit.

2. Commanders at the O6 or higher command levels must be assigned the Higher Headquarters Commander role within their subordinate units to have visibility of subordinate commander CIRRAS profiles and unit aggregate data dashboards.

(f) Personnel Reporting. In accordance with reference (m), commands must enter name, billet identification code (BIC), and unit identification code (UIC) for all Marines in the Marine Corps Total Force System (MCTFS) per the Personnel

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Reporting Instruction User's Manual (PRIUM) during check-in process and ensure all Marines are included in the appropriate FPC.

(g) Transferring Marines/Warm Handoff

1. Ensure warm handoff functions are facilitated to provide the CO of the gaining unit necessary and relevant information. MCTFS data entry of a future Monitor Command Code (MCC) initiates the warm handoff process in CIRRAS. Updated and accurate CIRRAS profiles must be maintained to ensure a warm handoff is complete. Commands who receive Marines on TAD orders in excess of 30 days, or as part of the fleet or camp assistance programs, are responsible for FPC and CIRRAS actions. Warm hand-off functions related to temporarily assigned personnel, fleet assistance program personnel, and temporarily assigned personnel in excess of 30 days are described in references (v) and (w).

2. Commanders must include procedures within their unit check out process to ensure all Marines have an updated CIRRAS profile prior to departing the unit. Commands must maintain accurate and updated individual Marine profiles within CIRRAS to ensure gaining commands receive necessary and relevant force preservation information. Gaining commands must connect inbound Marines with the appropriate local resources, as required or as available, in a timely manner to ensure a smooth transition between units, duty stations, or geographic locations and ensure continuity of mitigation plans. Processes are described in references (v) and (w).

3. Transferred Marines with a Risk Determination of low must be assigned an Elevated Risk Determination for 90 days from the date joined present unit in MCTFS. This includes Marines who transfer due to any of the following: permanent change of station or assignment orders, temporary additional duty in excess of 30 days, and participation in the fleet or camp assistance programs. All new joins must be discussed during FPCs while in this status. Commanders may delegate this task to company commanders for discussion at company level FPCs. Commanders have the discretion to assign a higher Risk Determination if indicated or recommended by unit leadership.

(h) Civilian Support Staff and Civilian Subject Matter Experts (SMEs) of Units. Civilian support staff and civilian SMEs of units must not have an individual CIRRAS



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profile. Commanders should familiarize themselves with the Civilian Employee Assistance Program in reference (h) as a tool to support civilian personnel with concerns related to high-risk stressors or behaviors.

(i) Protected Health Information (PHI). Ensure the PHI of Marines is only disclosed to, or used by, military commanders when explicitly permitted by law and current Departmental directives. Discretion should be applied while entering events into individual CIRRAS profiles through generalizing health-related events so as not to disclose PHI. References (a), (b), (i), (s), and (aa) provide requirements on uses and disclosures of PHI. Reference (e) lists the appropriate occasions for provider disclosure of mental health-related PHI to commanders. PHI and PII lawfully disclosed to a commander must be disclosed only to FPC members who have a valid need-to-know to carry out official duties in relation to operational and RM decisions and who are designated, in writing, to receive this information.

(j) Restricted Information. The following information must be restricted from inclusion in CIRRAS or as a part of FPC discussions, in accordance with references (a), (k), (s), and (t).

1. Restricted or Unrestricted Reports, to include restricted information as related to Sexual Assault Prevention and Response, the Family Advocacy Program, or self-referral to the Substance Abuse program as outlined in references (c) and (p).

2. Data entered into CIRRAS profiles must be directly related to Marines in the unit. Limited demographic information related to dependents and the names of Service member roommate(s) or intimate partners may be included to assist in familiarization with living situations related to individual and unit readiness. PII must not be entered for non-dependent civilian family members, roommates, cohabitants, or significant others and "CIVILIAN" must be entered into the name field.

3. PHI/PII and detailed information related to pending, unsubstantiated, or non-adjudicated legal/investigatory information. Broad non-specific indicators of stressors may be included in the profile events section.

(k) Prohibited Processes

1. Attempting to copy or manage FPC process data outside of CIRRAS through screenshots, printing of CIRRAS information and the sharing of accounts compromises security measures and is strictly prohibited in accordance with references (a), (i), and (s).

2. Information contained in CIRRAS must not be used for performance, selection, promotion, assignment, or disciplinary proceedings. However, information in CIRRAS may also be contained in other sources (for example, law enforcement investigations). Information about Marines derived from sources outside of CIRRAS may, if otherwise permitted, be used for performance, selection, promotion, assignment, or disciplinary proceedings despite the fact that such information is also contained in CIRRAS.

(1) Memorandum for the Record. In the event CIRRAS is unavailable for use, such as during a deployment or due to system outages, commands are still required to conduct an FPC each month. A memorandum for the record must be created to document attendance, date, and time for each FPC. These records must be retained for three years in accordance with references (g) and (k). Required processes regarding CIRRAS use while deployed or TAD is contained within reference (w).

1. Sample memorandums for the record are included in reference (v). A CIRRAS User Guide is located on the CIRRAS landing page.

2. Records, including data created when CIRRAS is not available, must be safeguarded in accordance with the provisions of the Health Insurance Portability and Accountability Act (HIPAA) and Privacy Act.

a. Physical security measures must include restricting records access to FPC members with an official need to know.

b. Records must be signed in and signed out in an official logbook.

c. Records must be protected and maintained in a secure location, in a lockbox, and in a combination safe.

3. All physically collected FPC information must be reflected in CIRRAS as soon as possible but no later than 30 days after system availability.

a. Profiles must be updated with relevant force preservation information gathered from or discussed during any FPC in which CIRRAS was not available.

b. All paper and electronic records must be destroyed once updates are completed and validated by the FPC.

(1) Paper records must be rendered unusable and destroyed through pulverizing, incinerating, or shredding.

(2) Electronic records must be rendered unusable and destroyed through secure wiping or purging. Purging is defined as degaussing or exposing the media to a strong magnetic field in order to disrupt the recorded magnetic domains, or destroying the media (disintegration, pulverization, melting, incinerating, or shredding).

(3) Record and non-record copies of Controlled Unclassified Information (CUI) documents must be disposed of in accordance with references (g), (k), (x), and (y).

(a) Destroying CUI, including electronic forms, must render it unreadable, indecipherable, and irrecoverable.

(b) Specific methods of destruction established by laws, regulations, or government-wide policies must be used as prescribed.

(4) Record and non-record CUI documents must be destroyed by means approved for destroying classified information or by any other means making it unreadable, indecipherable, and unrecoverable the original information such as those identified in National Institute of Standards and Technology Special Publication 800-88 and in accordance with Section 2002.14 of Title 32, CFR, and references (g), (k), (x), and (y).

(m) Mortality Procedures. Upon the death of a Marine, regardless of the cause of death, the Unit Administrator must lock the profile in accordance with reporting requirements

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outlined in references (f) and (w). Once locked, the profile is still visible to the command, however, no further changes to the profile are possible. Instructions for handling locked profiles are located in references (v) and (w). Do not lock profiles when a Marine changes duty stations, units, or transitions.

(n) Command Standard Operating Procedures (SOPs).

Publish FPC standard operating procedures (SOPs) within 90 days of assuming command. SOP must be available to all assigned Marines.

(5) Marines. Co-workers or fellow Marines 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 Marine.

(a) Marines must protect sensitive information and not share or discuss it with peers or other Marines without a need to know.

(b) Refer coworkers or fellow Marines to Combat and Operational Stress Continuum Model located in reference (d) Table 1-2 and the Stress Continuum Decision Flowchart for Marines and Sailors located in reference (d), Appendix G.

c. Coordinating Instructions

(1) Participants within the FPC process and FPCs may receive PHI, in accordance with reference (a), for the purposes of determining the impact of the Marine's health status on the command's readiness and military mission.

(a) HIPAA and PII data must be safeguarded in accordance with the provisions of references (a), (b), (i), (r), (s), and (aa).

(b) In accordance with references (a), (b), (e), (i), (r), (s), and (aa), sensitive, restricted, and medical information resident in CIRRAS is visible only by the CO and the Medical/Mental Health Officers and must not be included in a profile or added to profile events in free text boxes.

(2) Human Factors Councils (HFCs), 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 HFCs. Commands may tailor the FPC

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process to be mutually supportive with the HFC, as long as the requirements and intent of both are met.

(a) Non-aviation specific data gathered or recorded during an HFC, such as risk assessment decisions, mitigation plans, or any additional risk, resiliency, or force preservation-related information must also be entered into an individual's CIRRAS profile.

(b) Ensuring relevant HFC data is entered into a Marine's CIRRAS profile is essential in building a risk or resiliency history for the individual Marine and ensures future commands receive the necessary force preservation information for inbound Marines.

## 5. Administration and Logistics

a. Records Management. Records created as a result of this Order must be managed according to National Archives and Records Administration approved dispositions in reference (g), to ensure proper maintenance, use, accessibility, and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration, Directives and Records Management Division portal page at:  
<https://portal.secnnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to reference (k) for Marine Corps records management policy and procedures.

b. Privacy Act. Any misuse or unauthorized disclosure of PII may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that must be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities must be balanced against individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII must be in accordance with the Privacy Act of 1974, as amended [reference (i)] and implemented per references (b) and (aa).

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6. Command and Signal

a. Command. This Order applies to the Active Component, Selected Marine Corps Reserve, Individual Mobilization Augmentee, and attached Service Members.

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

A handwritten signature in dark ink, appearing to read 'MJB', with a long horizontal stroke extending to the right.

MICHAEL J. BORGSCHULTE  
Deputy Commandant for  
Manpower and Reserve Affairs

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References

- (a) DoDM 6025.18, "Implementation of the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule in DOD Health Care Programs," March 13, 2019
- (b) SECNAVINST 5211.5F
- (c) MCO 1752.5C
- (d) MCTP 3-30E
- (e) DoDI 6490.08, "Command Notification Requirements to Dispel Stigma in Providing Mental Health Care to Service Members," September 6, 2011
- (f) MCO 5100.29C Volumes 1-9 w/CH 1-2
- (g) SECNAV M-5210.1 w/CH-1
- (h) Department of the Navy Civilian Human Resource Manual (DON CHRM), December 2003
- (i) 5 U.S.C. § 552a
- (j) MCO 1500.61
- (k) MCO 5210.11F
- (l) Deputy Secretary of Defense Memorandum for Senior Pentagon Leadership Defense Agency and DoD Field Activity Directors, "Review of Policies to Eliminate Stigmatizing Language Related to Mental Health," November 7, 2022
- (m) MCO 5311.1E
- (n) MCO 1720.2A
- (o) NAVMC 1720.1A
- (p) MCO 1754.11A
- (q) SECNAVINST 1730.11
- (r) 42 CFR Part 2, Confidentiality of Substance Use Disorder Patient Records
- (s) 45 CFR § 164.512(k)(1)
- (t) DoDD 6490.02E, CH-2, "Comprehensive Health Surveillance," August 28, 2017
- (u) MCO 5430.1A W/ADMIN CH-1
- (v) The CIRRAS User Guide
- (w) NAVMC 1500.5
- (x) DoDI 5200.48, "Controlled Unclassified Information (CUI)," March 6, 2020
- (y) 44 U.S.C. Ch 33
- (z) SECNAV 1730.7E
- (aa) MCO 5211.5

## Risk Management (RM) Process

1. Risk Management (RM) is a process to assess and mitigate risk and/or stress established in reference (f) Volume 2 Chapter 3. FPCs are a key RM tool. The process provided in this Enclosure is an additional resource to assist commanders and an optional method to guide FPC's. For detailed information on RM refer to reference (f) Volume 2 Chapter 3 or contact Commandant of the Marine Corps Safety Division.

### 2. Risk Management (RM) General Process Guidelines

a. Apply the process sequentially. Each element is a building block for the next step and should be applied sequentially, as an integral part of mission planning.

b. Maintain balance in the process. Every step and element of the process is important and should be afforded due diligence. The objective is to allocate the time and resources for RM in a manner most likely to produce the best result.

c. Apply the process as a cycle. The RM process is not a one-way cycle (refer to Figure 1). The process contains elements requiring review and feedback and provides checks, balances, and the flexibility to make adjustments as situations change.

d. The RM process is effective only if the personnel exposed to the risks and those who possess subject matter expertise in the task or mission are fully involved. These stakeholders have a vested interest in the outcome and will ensure the process is sound. Stakeholders help identify hazards and shape risk decisions.

e. Document the process. Use of CIRRAS to document the results of the FPC helps to organize ideas, identify courses of action, and brief and debrief events related to individual Marines impacting unit mission.



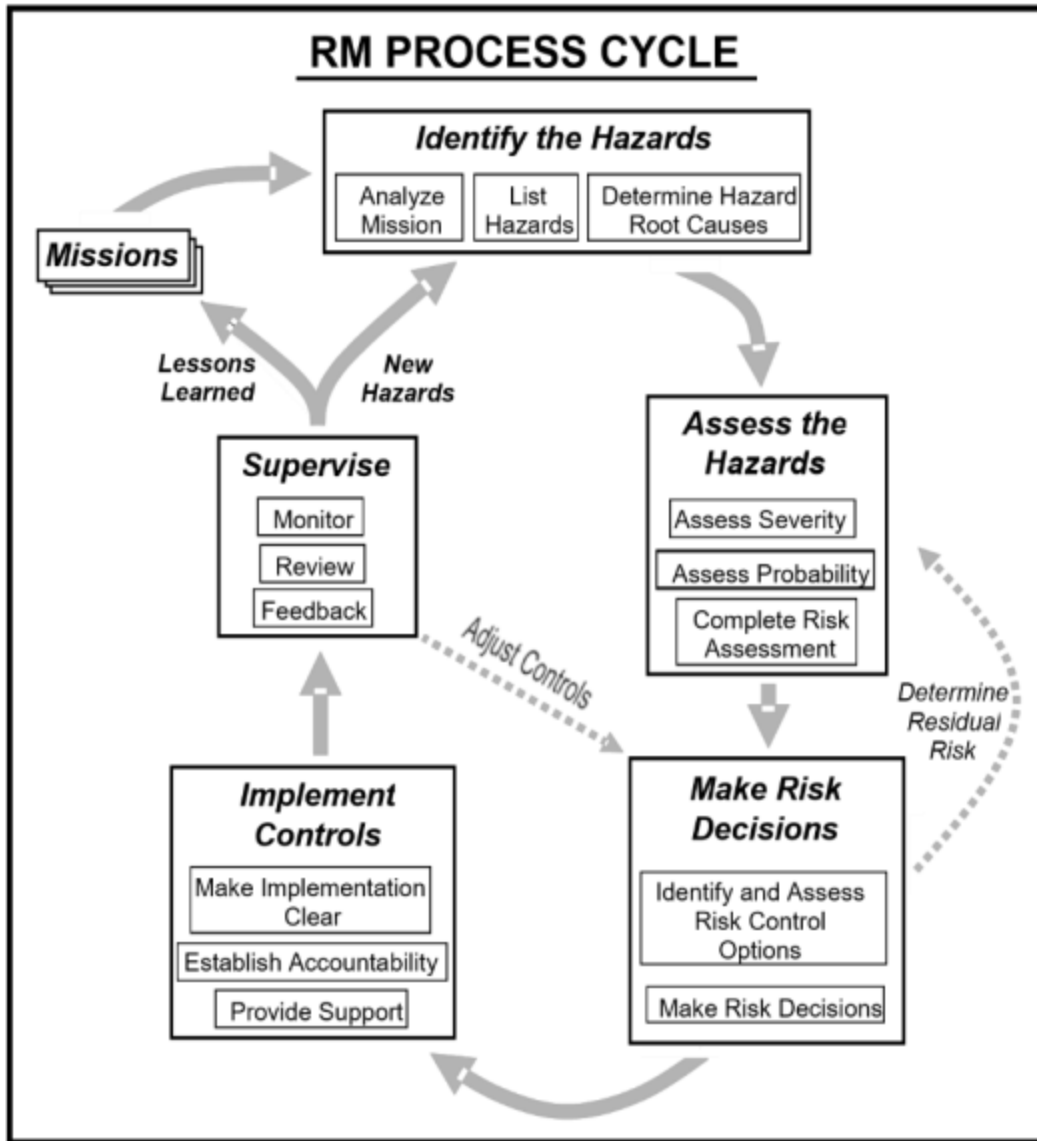


Figure 1-1: Risk Management (RM) Process Cycle

3. Five Steps of the Risk Management (RM) Process Tailored to Force Preservation Councils (FPCs)

a. Step 1: Identify Hazards. A hazard is defined as any condition with the potential to negatively impact the task or mission. Hazards can also cause property damage, injury to personnel, or death, which highlights the importance of hazard identification as the foundation of the RM process. The FPC process identifies risk and/or stress affecting individual and unit readiness. During the FPC process, a larger portion of available time may be needed to support this step because if a hazard is not identified, it cannot be assessed or controlled.

CIRRAS functionality supports the identification of a specific activity, life event, risk or stress and provides a risk/stress assessment matrix.

b. Step 2: Assess Hazards. For each hazard identified, determine the associated degree of risk in terms of probability and severity. The result of the risk assessment is a prioritized list of hazards ensuring controls are first identified for the most serious threats to mission and individual success. During the FPC, risks and/or stresses affecting the individual and unit readiness are identified and assessed for the potential harm or severity using the scale below:

Risk Assessment Matrix			PROBABILITY					
			Frequency of Occurrence Over Time					
			A	B	C	D	E	
			Frequent (Continuously Experienced)	Likely (Will occur frequently)	Occasional (Will occur several times)	Seldom (Unlikely; can be expected to occur)	Unlikely (Improbable; but possible to occur)	
SEVERITY	Effect of Hazard	<u>Critical</u> (Death, Loss of Asset, Mission Capability or Unit Readiness)	I	H	H	M	M	E
		<u>Serious</u> (Severe Injury or Damage, Significantly Degraded Mission Capability or Unit Readiness)	II	H	M	M	E	L
		<u>Moderate</u> (Minor Injury or Damage, degraded Mission Capability or Unit Readiness)	III	M	E	E	L	L
		<u>Minor/Negligible</u> (Minimal Injury or Damage, Little or No Impact to Mission Readiness or Unit Readiness)	IV	E	L	L	L	L
			Risk Assessment Levels					
			H=High M=Medium E=Elevated L=Low					

Figure 1-2: Joint Risk Assessment Matrix

(1) Determine Severity. Assess the potential consequence and intensity that could occur as a result of exposure to a hazard; the degree of injury, illness, property damage, loss of asset (time, money, personnel), or task or mission impairing factors.

(2) Determine Probability. Probability is the measure of the likelihood that a potential consequence will occur. An assessment of the probability that a hazard will result in a mishap or loss is defined by considerations of location, exposure (cycles or hours of operation), affected populations, experience, or previously established statistical information.

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(3) Assign the Risk Assessment Level. The Risk Assessment Level is an expression of risk that combines the elements of hazard severity and probability of mishap occurrence. Although not required, the matrix is helpful in identifying the Risk Assessment Level and in determining hazard abatement priorities. Additionally, the combination of two or more hazards may increase the overall level of risk. In some cases, the worst credible consequence of a hazard may not correspond to the highest Risk Assessment Level for that hazard. For example, one hazard may have two potential consequences. The severity of the worst consequence-Catastrophic (I) may be seldom (D)), resulting in a Risk Assessment Level of HIGH. The severity of the lesser consequence-Critical (II) may be Likely (B), resulting in the Risk Assessment Level of HIGH. Therefore, it is important to consider less severe consequences of a hazard if they are more likely than the worst credible consequence, since this combination may actually present an equal or greater overall risk.

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

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

(c) Colors: Red, Orange, Yellow, or Green. Note: For uniformity and standardization across the Marine Corps, the risk level colors equate to each other and have the same meaning.

(4) Risk Assessment Pitfalls. The following pitfalls should be avoided during the assessment.

(a) Over-optimism - not being totally honest or not looking for root causes.

(b) Misrepresentation - individual perspectives may distort the data.

(c) Alarmism - worst case scenarios are used regardless of their possibility or probability.

(d) Indiscrimination - all data is given equal weight.

(e) Prejudice - subjective or hidden agendas are used instead of facts.

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(f) Inaccuracy - bad or misunderstood data nullify accurate risk assessment.

(g) Enumeration - difficulty in assigning a numerical value to human behavior.

c. Step 3: Make Risk Decisions. Making risk decisions involves identifying the safety controls available to mitigate known hazards, assess the potential effectiveness of the controls to determine the most favorable course of action and identify the resources needed to maintain risk or stress at an acceptable level. The matrix used in CIRRAS supports decisions surrounding risk levels. The FPC is a forum to make decisions to improve both the well-being of individual Marines and the unit's readiness.

d. Step 4: Implement Controls. Implementation of the action plan is critical to ensure controls are implemented with clear, simple execution orders, understood at all levels. The plan is clearly communicated to all involved, accountability established, and necessary support provided. The FPC process and CIRRAS functionality provide a platform to develop a risk mitigation plan including identifying resources and actions necessary to implement controls. Once a mitigation plan is in place, re-assess risk/stress based on severity and probability as executed from initial stress assessment procedure. Continued re-assessment via the FPC and leadership engagement is necessary to ensure continued well-being and readiness.

e. Step 5: Supervise and Evaluate. Action plans developed during an FPC require follow-up evaluation to ensure the plan in place has the desired effect. Engaged supervision includes three basic actions:

(1) Monitor risk controls' effectiveness through leadership and mentoring.

(2) Determine if further assessment is needed due to unanticipated change.

(3) Evaluate during an FPC using CIRRAS as a feedback system to capture lessons learned, identify any needed adjustments, and identify new hazards that may arise.

APPENDIX AGlossary of Acronyms and Abbreviations

BIC	Billet Identification Code
CIRRAS	Command Individual Risk and Resiliency Assessment System
CO	Commanding Officer
CUI	Controlled Unclassified Information
DC	Deputy Commandant
DC M&RA	Deputy Commandant for Manpower and Reserve Affairs
DoD	Department of Defense
DON	Department of the Navy
DON/AA	Department of Navy/Assistant for Administration
DRMD	Directives and Records Management Division
FPC	Force Preservation Council
HFC	Human Factors Council
HIPAA	Health Insurance Portability and Accountability Act
IGMC	Inspector General of the Marine Corps
M&RA	Manpower and Reserve Affairs
MCC	Monitor Command Code
MCTFS	Marine Corps Total Force System
MF	Marine & Family Programs
NARA	National Archives Records Administration
PHI	Protected Health Information
PII	Personally Identifiable Information
PRIUM	Personnel Reporting Instruction User's Manual
RM	Risk Management
SME	Subject Matter Expert
SOP	Standard Operating Procedure
UIC	Unit Identification Code