



- Annual Training -

**RISK MANAGEMENT:**  
Policies & Practices to Ensure  
Safety & Accountability





# Objectives

Following completion of this training module, individuals will be better able to:

- Define the terms "risk management" and "risk assessment" and explain how they are relevant to operations within ARNG CYS.
- Recognize essential items, materials, and factors that should be taken into account when conducting the **risk management** and **assessment process**.
- Formulate effective approaches for conducting risk assessments within ARNG CYS, focusing on best practices.
- Identify resources that are accessible and relevant to risk assessment in the context of ARNG CYS program.



# Risk Management Cycle

Effective risk management involves a continuous process of identifying potential hazards, taking appropriate actions to mitigate them, and regularly reflecting on and updating existing policies and procedures as needed.

The underlying principle of this continuous process is that the identification of a new hazard triggers a deliberate evaluation and necessary action concerning existing policies, practices, and procedures. This may result in the revision or development of updated or new policies, practices, and procedures.

It is only through this diligent approach to risk management that we can better ensure the safety and security of those engaged with ARNG CYS.





# Risk Management Cycle



Let's take a closer look at each of the steps in the risk management cycle and how they might apply to ARNG CYs...

- 1. Policies & Procedures:** This step involves reviewing existing policies and procedures; developing familiarity and understanding of existing guidance
- 2. Roles & Responsibilities:** At this step, POCs are identified and expectations for performance are reviewed and addressed - The 'people factor' is addressed in this step – identifying specific skill-sets and staffing/volunteer support needed
- 3. Risk Assessment:** At this step, whether during a site visit or just prior to an event, the programming area, space and facility are inspected to identify and address potential hazards and resulting risks
- 4. Training & Communication:** In this step, those associated with a program receive/complete all identified and required training, and certifications; regular communication plans will be reviewed and utilized
- 5. Monitoring & Tracking:** This step involves observing all processes and procedures and intentionally reflecting on areas for improvement, strengths and any additions/changes needing to be made
- 6. Meaningful Action:** After reflecting, identified changes/new policies are developed and implemented – this then results in starting the process over again and continually monitoring the extent to which risks have been addressed and mitigated either due to policy updates/changes, new practices and/or collaborations



# 1. Policies & Procedures

Conducting a review of current policies and procedures offers an excellent opportunity to assess their efficacy and establish explicit expectations. Simultaneously, it provides guidance for actions taken at the local level.

- **DODI 6060.04:** Establishes policy, responsibilities and direction for establishment of DOD-funded military youth programs (DEC 2019)
- **CNGBI 1800.02:** Implements policy and assigns responsibilities for the National Guard Family Program (JUL 2013)
- **NGB SOP (Guidance, Discipline, Touch & Accountability):** Establishes standard operating procedure guidance regarding discipline, touch and accountability of youth engaged with ARNG CYS programming/services
- **AR 608-10:** Establishes directives for the operation and support of child development services through the DOD
- **AR 608-1:** Establishes directives pertaining to the operation of Army Community Service – with specific information on volunteer engagement, training and tracking

**NOTE:** This list is not exhaustive, as there are many policies, laws and regulations with direct ties to the Family Program and ARNG CYS. Staff/contractors should be reviewing these regularly and reaching out to their SFPD, NGB and/or PM Team for further guidance and clarification.

>> These documents (and many others) are available via the ARNG CYS Website under the “**Policies and Procedures**” section.



## 2. Roles & Responsibilities

While it may seem as though L/CYPCs carry the weight of accountability, as it relates to risk management, the fact is that risk management is a process involving many people and vested entities. This may include...

- Taking proactive steps to involve the SFPD and Government in the risk management process, considering that ARNG CYS is a program overseen by the Government.
- Ensuring active communication with parents/guardians, keeping them informed about current policies and procedures, so they have a clear understanding of ongoing developments.
- Engaging in active communication, training, and involvement of volunteers in tasks such as youth supervision, hazard identification, and accurate reporting of vital information before, during, and after events/activities.
- Maintaining active communication with other programs to foster a broader awareness of programming needs, governing policies and regulations, and potential areas of concern.
- Promoting collaborative work with colleagues to exchange ideas, share best practices, and disseminate information for continuous improvement of efforts and initiatives.



## 3. Risk Assessment

The objective of conducting the risk assessment process is to take a proactive approach in identifying elements, circumstances, and procedures that may pose a threat to individuals, the environment, or property. Subsequently, the aim is to eliminate or reduce the risks associated with specific hazards, thereby enhancing the safety and well-being of the surroundings.

A comprehensive risk assessment should answer the following questions:

- What can happen and under what circumstances?
- What are the possible consequences?
- How likely are the possible consequences to occur?
- Is the risk controlled effectively, or is further action required?



# Utilization of Risk Assessment

There are many reasons why a risk assessment should be conducted; however, leading experts in this area have identified three critical points where risk assessments should be mandatory:

- **Before new processes or activities are introduced**
  - **Example:** New youth sign-in/sign-out process during an upcoming event
- **Before changes are introduced to existing processes or activities**
  - **Example:** Background check process for new volunteers
- **Whenever hazards have been identified and/or observed**
  - **Example:** Lack of safety fencing around a pool at a contracted facility



# Risk Assessment Core Areas

Since risk assessment is the process of proactively identifying and addressing both internal and external hazards, it can be helpful to focus on core areas applicable to ARNG CY5:

- Overall Health of Participants/Volunteers
- Overall Safety & Security of Participants/Volunteers
- Structural/Building-Related Concerns
- Environmental – Both indoors and outdoors (weather, facilities, natural disasters, etc.)
- Technological Considerations

Risk assessment can best be represented by the game, Jenga®... It is all about doing what you can to prevent one or more blocks (hazard) from causing the entire tower to collapse (risk).





# Risk Assessment Focus Areas

What might fall under each of the risk assessment focus areas?

Overall Health of Participants & Volunteers	Overall Safety & Security of Participants and Volunteers	Structural/Building-Related Concerns	Environmental	Technological Considerations
Healthy Food/Snacks	Fire Extinguisher Locations	Emergency Evacuation Procedures	Severe Weather Procedures	Presentation Equipment
First Aid Kits	Equipment Inspections	Stuck/Broken Elevator	Programming Area – Space	Wi-Fi Access
First Aid/CPR Training Completed	Location(s) of Chemicals	Location of Exits	Air Quality	Cell Phone Service
Water Bottles & Hydration	Proper Adult to Youth Ratios	Locked/Restricted Areas	Heat/Air Conditioning	Power Outage
Foodborne/Other Illness	Lost/Missing Youth	Hotel Balconies	Wild-fires	Equipment Malfunction

These lists are not all-inclusive; however, local programs should have established policies and practices in place (at all times) to ensure potential risk is mitigated to the extent possible.



# Risk vs Hazard: Defined

While oftentimes used interchangeably, risks and hazards are different in both definition and focus...



## **RISK:**

The chance or probability & outcome of a specific hazard causing harm or damage to people, property or the environment

## **HAZARD:**

Anything that has the potential to cause harm to people, property or the environment





# Risk vs Hazard: Examples

HAZARD	RISK
Recently waxed/wet floors	Potential for slipping or falling and suffering an injury
Not enough life jackets	Potential for drowning
Not enough adult volunteers	Potential for youth injury; lack of accountability
Unsecured swimming pool area	Potential for drowning, slipping/injury
Insufficient volunteer training	Lack of awareness of policies, procedures & expectations
Unsecured cleaning chemicals	Potential for poisoning; adverse health effects
Unsecured medications	Potential for poisoning, overdosing or death
Poorly maintained equipment	Potential for injury or death
Unclear or lack of emergency plans	Potential for injury, loss or death
Uneven or crumbling sidewalks/walkways	Potential for tripping, injury
Insufficient or non-accessible first aid kit(s)	Potential for excessive bleeding, infection
Lack of First Aid/CPR training	Potential for negative health effects and/or death



# Risk Assessment: Getting Started

There are countless risk assessment approaches and programs out there. A quick Google search for ‘risk management’ yields over 129,000,000 results. How do you know where to start?

Given the unique nature of ARNG CY5, and the services and support being provided to Soldiers and families, focusing on the following areas can be a good ‘jumping-off’ point for more in-depth risk assessment actions and conversations: **Policies, Procedures, Planning & People.**

We've addressed Policies....now let's break the rest down further...



# Risk Assessment: Procedures

While **policies** establish expectations and set *left and right lanes*, **procedures provide guidance** as to **how operations are to be conducted** within ARNG CYS.

Examples of various procedural documents local programs are encouraged to have include:

- National ARNG CYS Standard Operation Procedures (SOP) – MAY 2017
- State/Territory/District ARNG CYS SOPs
- Family Programs/Warrior and Family Support SOPs (specific to local programs)
- Volunteer Guides (expectations for performance, training requirements, background check processes, termination of volunteer services, etc.)
- SMART Book – Or the like (response procedures, reporting, accountability, touch & disciplinary procedures, etc.)
- Event-Specific Procedures (symposium guides, leadership retreat guides, etc.)

Identify any other procedural documents being utilized within ARNG CYS and/or your state.



# Risk Assessment: Planning

Whenever possible, conducting **site visits** ahead of an event can provide valuable information as L/CYPCs work to develop and finalize programming schedules and plans. Things to consider when conducting a site visit include, but are not limited to:

- Floor plans, maps and locations of exits
- Locations of fire extinguishers and alarms
- Locations and access areas for chemicals and other harmful items
- Locations of restrooms, changing areas
- Training space points of access/entry
- Youth and volunteer movement/transitions
- Potential hazards (indoors and outdoors)
- Emergency shelter areas and access
- Adult to youth ratios, coverage and accountability

So much of successful risk assessment involves pausing to consider all of the ‘what ifs’ when planning an event/activity...going beyond planning the content portion of an activity and looking at the big picture...



# Risk Assessment: People

The reference to ‘people’ in the risk assessment process focuses on taking into account attendees/audience and support staff and/or volunteers. This includes, but is not limited to, the following:

- Ensuring programming provided is both age and developmentally appropriate
- Accounting for any special needs of those attending/participating (reasonable accommodation)
  - Having contingency plans, as many times parents/legal guardians may not divulge youth special needs ahead of the event
- Ensuring volunteers have the required background checks completed and receive training on expectations, as well as processes and procedures
- Multiple contact numbers for parents/legal guardians in the event of an emergency
- Identification and access to medical staff
- Youth transitions between activities/locations
- Outside staff – those not directly associated with ARNG CYS



# Risk Assessment: Other Considerations

Beyond the 4 P's previously reviewed, there are various other considerations one should make as part of the risk assessment process...

- **Maintaining oversight of Line-of-Sight Supervision (LOSS) volunteers/staff**
- Transportation and delivery of meals/snacks
- If partnering with another organization – identifying the ‘culture’ within the organization, their procedures and expectations
- Response to verbally and physically-aggressive youth and/or volunteer(s)
- Codes of conduct regarding behavior and consequences for those caught violating established codes of conduct – youth and volunteer
- Packing checklists to ensure everything is accounted for (before, during & after an event)
- Communication of information/key contacts
- Lost or missing youth
- Medical Illnesses: communicable diseases, head lice, severe allergies, etc.



# Risk Assessment: Communicable Illnesses at Camp or During Programs

Whether at camp or other events, being prepared for the potential of communicable illnesses to occur is important. The **American Camp Association (ACA)** recommends the following strategies to better ensure the overall health of all attendees:

- Augment pre-camp agreements with camper parents/guardians and staff to address things like the camp reserving the right to not admit people who pose a communicable disease or other risk and that families take the proper precautions to ensure campers arrive in a healthy state
  - Briefly describe, in both parent/guardian and staff policies, the potential actions taken by camp should a communicable disease outbreak occur
- Implement practices to minimize potential for the spreading of a communicable disease once camp is in session (regular/active handwashing, minimized touch contact, have medical staff conduct regular health assessments, provide hand sanitizer and disinfecting wipes at stations/cabins, etc.)
- Identify and build familiarity with local community health organizations, services provided and contact information
- Form a response team, identifying roles and responsibilities, should an outbreak occur – protocols and procedures – Include these in your **SMART book** (SOPs/Best Practices) and volunteer training guide
- Regularly meet with food service staff, volunteer staff and other supporting adults so any potential illness can be identified with appropriate actions taken
- Establish a cabin/housing area for anyone feeling ill to try and isolate exposure to others, while working to contact the ill youth's parents/guardians

It is important to remember that even with the most diligent monitoring and actions being taken, an illness always has the potential to occur – **The goal is to be as prepared as possible ahead of time so that quick action can be taken.**

Source: PRACTICE GUIDELINE – OCT2020, By Linda E. Erceg, RN, MS, PHN - <https://allianceforcamphealth.org/wp-content/uploads/2019/05/Communicable-Disease-Management-Update-Sept-2020.pdf>

Resource: ARNG CYS Training Module: "**Communicable Disease and Risk Management**" <https://arngcys.com/new-hire-trainings>



# Risk Assessment: Aggressive Behaviors

There is an epidemic in today's society... characterized by the rise of youth who exhibit physically and verbally aggressive behaviors towards both adults and their peers.

"Extreme & Violent Student Behavior Pushing Iowa Teachers to Breaking Point"

<https://whotv.com/news/special-reports/extreme-violent-student-behavior-pushing-iowa-teachers-to-breaking-point/>

"Too Many Teachers Are Getting Hit, Kicked, and Punched by Students"

<https://www.weareteachers.com/student-violence/>

Student Violence Against Teachers Has Become the Norm and That's NOT Okay

<https://www.boredteachers.com/post/student-violence-against-teachers-has-become-the-norm-and-thats-not-okay>

While these types of situations may not occur all the time, they do warrant our attention and action to ensure the safety of everyone.

- Review and understand the NGB Discipline & Touch Policy; ACA standards
- Reinforce to parents/guardians expectations for behavior and consequences of poor or aggressive behavior in youth
- Provide volunteers training on approved procedures, should they encounter an aggressive behavior during an event
- Consider reaching out to schools, counselors, specialists, and/or law enforcement officials to gather ideas for updating policies and procedures related to this topic
- Work with your SFPD to develop approved policies and procedures for dealing with aggressive behaviors



# Risk Assessment: Outdoor Programming Considerations

Identifying hazards and potential risks in an indoor/controlled environment can be a fairly straight-forward process, but what about programming and/or events taking place outdoors?

- **How** might the risk assessment process change if the location for an event looked more like this?
- **What** additional considerations might need to be made?





# Risk Assessment: Outdoor Programming Considerations (cont.)

A risk assessment for an outdoor facility, especially remote locations, should include the following (at a minimum):

- Level of cellphone coverage throughout the facility
- Readily available access to first aid kits and medical supplies
- Access to medical treatment; requesting emergency medical support
- Considerations for youth on medications and/or with assistive medical devices
- Communication plans when teams/groups are split apart and/or isolated
- Pathway/nighttime lighting and safety precautions
- Severe weather situations
- Supervision of youth if/when restroom facilities are not in assigned cabins
- Accountability procedures to ensure all youth and volunteers are accounted for



# Risk Assessment: Checklists



Creating standardized risk assessment checklists can prove beneficial in effectively identifying hazards and taking proactive measures to mitigate potential risks. This approach enhances the likelihood of addressing hazards in a systematic manner and minimizing potential risks.



Depending on the type of event, location, and programming taking place, checklists may need to take into account and address some of the following:

- Training space and facility
- Youth and volunteer management procedures
- Safety procedures and access to medical equipment
- Transportation/movement of youth and volunteers
- Food safety precautions
- Volunteer training and background checks
- Adult to youth ratios and programming space
- Emergency procedures (environmental, weather, illness, etc.)



# Risk Assessment: Checklists (cont.)

Given the variety of programs and programming provided by ARNG CYS, having checklists developed based on specific types of events or activities can be helpful. Checklists are proactive mechanisms to identify hazards and risks. Their overall design/organization should be based on what works best for the program and the individual(s) conducting the risk assessment.

EVENT TYPE	EVENT TYPE	BOTTOMLINE
Day Camps	Indoor Programming	<p>Checklists can be developed in a variety of ways – no one way is necessarily better than another.</p> <p>The key is to work at identifying as many hazards as possible and ensure any developed checklists are regularly updated – as new hazards are identified.</p> <p>Engage volunteers and/or youth in the checklist development/hazard identification process – they may observe things that were overlooked.</p>
Residential Camps	Outdoor Programming	
Yellow Ribbon Events (overnight)	Events w/ Overnight Lodging	
Yellow Ribbon Events (one day)	Partnered Events	
Youth Symposiums	Multiple Day Events	
Regional Symposiums		
Leadership Trainings/Forums		
Teen Panel Meetings		
Family Appreciation Events		
Resource/Outreach Events		



# Risk Assessment: Checklists (cont.)

A basic example of a proactive risk assessment checklist might look as follows (event-focused):

<b>EVENT NAME:</b>				
<b>EVENT TYPE:</b>				
<b>IDENTIFIED HAZARD</b>	<b>POTENTIAL RISK</b>	<b>CORRECTIVE ACTION(S) REQUIRED</b>	<b>CORRECTIVE ACTION(S) TAKEN</b>	<b>STATUS OF CORRECTIVE ACTION(S)</b>
Uneven Sidewalks or Walking Trails	Tripping Injury: sprain, broken bone(s), bruises	Identify alternate route for movement and/or post signs to alert attendees	Alternate route for movement identified	Completed
Unlocked Cleaning Chemical Storage Area	Ingestion resulting in poisoning and/or chemical burns	Lock storage area and/or post a barrier between the area and attendees	Alerted building custodian and storage area door was locked	Completed
Lack of Nighttime Outdoor Lighting	Tripping/slipping Becoming disoriented	Notify the facility more lighting is necessary for safety	Provide volunteers with flashlights and/or require flashlights be part of the youth packing list	On-Going



# Risk Assessment: Checklists (cont.)

Another example of a proactive risk assessment checklist might look as follows (activity-focused): However, risk assessment checklists are designed, just ensure they are easy to follow and understand – confusion can increase the risk for injury.

EVENT NAME:				
ACTIVITY	TYPE OF RISK	OPTIONS FOR MANAGING RISK	NEEDED ACTION(S) AND/OR CHANGES	STATUS OF CORRECTIVE ACTION(S)
Team-building: Balloon Towers	Inhalation or ingestion of balloon and/or pieces	Ensure adequate volunteer training and supervision during event	Assigned volunteers to specific groups rather than having them 'float' around the room	Completed
My Many Colored Days Feelings	Ingestion of paint Wet floors or areas	Ensure adequate volunteer training and supervision during event	Assign volunteers to individual tables Regularly walk around and clean-up any liquid from the floor	Completed



# Volunteer Prep & Risk Management Checklist

VOLUNTEER MANAGEMENT: BEFORE EVENT				
TIMELINE	REGULATION	TASK	SUPPORT ELEMENTS	COMPLETE
180	DODI 6060.4-3.2	VOLUNTEERING POLICIES (SUPPORT ELEMENTS & SCREENING)	ONLINE REGISTRATION AND PAPER FORMS	
180	DODI 6060.4-3.2	VOLUNTEER HEALTH HISTORY	ONLINE REGISTRATION AND PAPER FORMS	
180	DODI 6060.4-3.2	<b>NEW AND RETURNING STAFF SCREENING; RAN ANNUALLY</b>	ONLINE REGISTRATION AND PAPER FORMS	
180	DODI 1402.5	DEPARTMENT OF THE ARMY (DA) RELEASE/CONSENT STATEMENT	SPECIFIED VOL. BACKGROUND CHECK GUIDE	
180	DODI 1402.5	DA FORM: CHILD SERVICES SUITABILITY CELL (CSSC)	SPECIFIED VOL. BACKGROUND CHECK GUIDE	
180	DODI 1402.5	DA FORM: 5018-R	SPECIFIED VOL. BACKGROUND CHECK GUIDE	
180	DODI 1402.5	DD FORM: 2981	SPECIFIED VOL. BACKGROUND CHECK GUIDE	
180	DODI 1402.5	SOP ON ACCOUNTABILITY AND TOUCH FORM	SPECIFIED VOL. BACKGROUND CHECK GUIDE	
180	DODI 1402.5	FBI FINGERPRINT REQUEST	SPECIFIED VOL. BACKGROUND CHECK GUIDE	
180-30	DODI 6060.04;3.1; i	REQUIRED TRAININGS; INCLUDING MANDATORY REPORTER TRAINING & CONFIDENTIALITY TRAINING	VOLUNTEER TRAINING- ARNGCYS WEBSITE	
VOLUNTEER MANAGEMENT: TRAININGS REGARDING EVENT SPECIFIC ITEMS				
TIMELINE	REGULATION	TASK	SUPPORT ELEMENTS	COMPLETE
90	JTR CH3-030501; 11	STATUTORY VOLUNTEER DTS INPUT- WORK WITH GOVT PERSONNEL	DEFENSE TRAVEL SYSTEM	
	JTR CH3-030501; 11	90 DAYS OUT- INPUT TRAVEL IN DTS FOR TAG APPROVAL		
DAY OF	DODI 6060.4-3.2/ DODI 1100.21-3.1	VOLUNTEER SCHEDULES FOR EVENT	EVENT TRAINING MTG/ VOL SCHEDULE & EVENT AGENDA	
DAY OF	DODI 6060.4-3.2	SAFETY ORIENTATION AND EMERGENCY PLAN	SMART BOOK	
DAY OF	DODI 6060.4-3.2	EVENT SECURITY AND ACTIVE THREATS	SMART BOOK	
DAY OF	DODI 6060.4-3.2	SAFETY ORIENTATION AND EMERGENCY PLAN	SMART BOOK	
DAY OF	DODI 6060.4-3.2	MISSING PERSON PROCEDURE	SMART BOOK	
DAY OF	DODI 6060.4-3.2	EMERGENCY COMMUNICATIONS (MEANS OF COMMUNICATION)	SMART BOOK	
DAY OF	DODI 6060.4-3.2	EMERGENCY COMMUNICATIONS (PARENT/GUARDIAN CONTACT)	SMART BOOK	
DAY OF	DODI 6060.4-3.2	EMERGENCY COMMUNICATIONS (MEDIA)	SMART BOOK	
DAY OF	DODI 6060.4-3.2	ATTENDEES IN PUBLIC AREAS	SMART BOOK	
DAY OF	DODI 6060.4-3.2	INFORM STAFF OF SPECIFIC NEEDS	EVENT TRAINING MTG; HEALTH FORMS	
VOLUNTEER MANAGEMENT: AFTER EVENT ITEMS				
TIMELINE	REGULATION	TASK	SUPPORT ELEMENTS	COMPLETE
10 DAYS POST EVENT	JTR/ DODI 1100.21	WORK WITH GOVERNMENT PERSONNEL TO FINALIZE DTS		
11 DAYS POST EVENT	DODI 1100.21;3.1	UPDATE VOLUNTEER HOURS		
12 DAYS POST EVENT	DODI 1100.21;3.1	OBTAIN AND REVIEW VOLUNTEER AARS		

RISK ASSESSMENT- PREP & PAPERWORK			
REGULATION	TASK	ACTIONS AND SUPPORT ELEMENTS	COMPLETE
DODI 6060.04.3.3. b/ ACA STANDARDS	LOCAL EMERGENCY RESPONSE; CLOSEST HOSPITAL, FIRE STATION, ETC.	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	EMERGENCY MEDICAL TRANSPORTATION	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	PRIVATE VEHICLE USE	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	ARRIVAL AND DEPARTURE: PLANS FOR SAFELY DOING SIGN IN AND OUT	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	TRANSPORTATION INFORMATION FOR PARENTS	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	ACCIDENT PROCEDURES	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	LEASED, RENTED, OR CHARTERED VEHICLES	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	SPECIAL HEALTH NEEDS (INFORMATION SHARED)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	SPECIAL HEALTH NEEDS (EVALUATING NEEDS)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	SPECIAL HEALTH NEEDS (SUFFICIENT STAFFING)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	RECORD MAINTENANCE	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	RISK MANAGEMENT (IDENTIFIED RISKS)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	RISK MANAGEMENT (RISK CONTROL MEASURES)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	CAMP SECURITY AND ACTIVE THREATS (REQUEST FROM FACILITY)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	EMERGENCY COMMUNICATIONS (MEANS OF COMMUNICATION WITH STAFF)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	EMERGENCY COMMUNICATIONS (PARENT/GUARDIAN CONTACT)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	EMERGENCY COMMUNICATIONS (MEDIA)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	INCIDENT REPORTING AND ANALYSIS (WRITTEN REPORTS)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	INCIDENT REPORTING AND ANALYSIS (SYSTEM OF REVIEW)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	INSURANCE COVERAGE (COMMERCIAL GENERAL LIABILITY COVERAGE)	DD 2977/ SMART BOOK	
DODI 6060.04.3.3. b/ ACA STANDARDS	NON PROGRAM FIREARM CONTROL	DD 2977/ SMART BOOK	
RISK ASSESSMENT- SITE VISIT			
REGULATION	TASK	ACTIONS AND SUPPORT ELEMENTS	COMPLETE
ACA STANDARDS	CONDITIONS OF FACILITIES		
ACA STANDARDS	EMERGENCY EXITS (GROUND FLOOR)		
ACA STANDARDS	EMERGENCY EXITS (2ND FLOOR)		
ACA STANDARDS	CARE OF HAZARDOUS MATERIALS		
ACA STANDARDS	ELECTRICAL EVALUATION		
ACA STANDARDS	CARBON MONOXIDE DETECTORS		
ACA STANDARDS	EMERGENCY EXIT SIGNS		
ACA STANDARDS	BUNK GUARDRAILS		
ACA STANDARDS	HEALTHCARE CENTER		
ACA STANDARDS	ACCESS OF SPECIALIZED ACTIVITY AREAS		
ACA STANDARDS	SMOKE DETECTORS		
ACA STANDARDS	CARBON MONOXIDE DETECTORS		
ACA STANDARDS	EMERGENCY EXIT SIGNS		
ACA STANDARDS	BUNK GUARDRAILS		
ACA STANDARDS	LIGHTING OUTSIDE AND INDOORS		
ACA STANDARDS	LOCKING MECHANISMS ON DOORS		
ACA STANDARDS	CONDITIONS OF EQUIPMENT		
ACA STANDARDS	POWER TOOLS		
ACA STANDARDS	PLAYGROUNDS		
ACA STANDARDS	PERMANENT SLEEPING QUARTERS		
ACA STANDARDS	ACCESS OF SPECIALIZED ACTIVITY AREAS		
ACA STANDARDS	CONDITIONS OF KITCHEN & FOOD SAFETY		
ACA STANDARDS	HANDWASHING FACILITIES		
ACA STANDARDS	FOOD SERVICE AREAS		
ACA STANDARDS	REFRIGERATION		
ACA STANDARDS	FOOD TEMPERATURES		
ACA STANDARDS	SANITIZED UTENSILS AND SURFACES		
ACA STANDARDS	DISH WASHING		
ACA STANDARDS	DISH DRYING AND STORAGE		
ACA STANDARDS	CONDITIONS OF EMERGENCY CARE		
ACA STANDARDS	HEALTHCARE CENTER		
ACA STANDARDS	FIRE AND SAFETY EQUIPMENT EVALUATION		
ACA STANDARDS	NONPASSENGER VEHICLES		
ACA STANDARDS	EMERGENCY EQUIPMENT		
ACA STANDARDS	AVAILABILITY OF AN AED		
RESOURCES			
FORM ID: 1071, RISK ASSESSMENT FORM			



## 4. Training & Communication

Once a hazard and potential risk have been identified, it is critical to communicate that information to those involved in support of the event/activity – checking-up for awareness and understanding.

As it relates to training...

- L/CYPCs must have security trainings, OPSEC and required reporting training completed and documented
- Volunteers (**+youth**) should be receiving training on youth growth and development, **emergency processes and procedures**, touch and disciplinary procedures and updates any time plans change or deviate from the initial agenda
  - **At least 25% of the overall volunteer cadre must be first aid/CPR certified**
  - Volunteer training should also focus on helping them develop a greater understanding of how to spot hazards and make real-time decisions to ensure the safety and security of youth and themselves
- Training should regularly be reviewed and updated to align with any policy and/or regulatory updates or changes



## 5. Monitoring & Tracking

Maintaining consistent and ongoing monitoring and tracking of policies and procedures is essential to the risk management process. Regular monitoring and tracking play a crucial role in improving the following areas:

- Previous updates or changes to policies and procedures do not introduce new hazards
- Updates or changes to existing policies and procedures are positively impactful and effective
- Updates or changes to existing volunteer training aligns/reflects updates or changes to new or existing policies and procedures
- Successful, relevant practices are implemented to mitigate potential hazards and subsequent risks to the greatest extent possible



## 6. Meaningful Action

Despite our proactive efforts to anticipate hazards prior to involving youth/volunteers, unforeseen risks can emerge. In such situations, it is vital to keep the following considerations in mind:

- Introduce yourself to those who may be unfamiliar with you
- Advise volunteers to take appropriate actions/implement specific procedures
- For those seeking your help, sit down with them and ensure eye contact while speaking
- Seek out those with potential medical needs and provide immediate assistance
- Remain calm, avoid looking around frantically; remain professional and empathetic to needs and beliefs
- When youth are in attendance, seek to find parents/guardians as soon as possible, if also attending the event (Example: YRRP Event)
- Ensure and protect confidentiality of those involved; abide by state abuse and reporting laws



## 6. Meaningful Action (cont.)

The implementation of safety and emergency procedures, as well as providing comfort to those affected, may become necessary depending on the extent and seriousness of the hazard and its associated risks. It is important to bear the following points in mind:

- Locating appropriate officials who can mitigate safety risks outside of your control (weapons, structural/maintenance, threats, etc.)
- Removing objects which pose dangers or could inflict injury on others
- Ensuring children have a safe place to gather, whether with family or until family is located
- Seeking out individual needs (eyeglasses, wheelchairs, canes or other assistive devices)
- Inquiring about health-related needs (diabetes, gluten, allergies, high blood pressure, etc.)
- Seeking out information about current medicines/medical needs
- Developing a list of those in attendance with special needs for follow-up and tracking
- Looking for signs if the individual may harm themselves or others – report immediately
- Looking for signs of shock (dull/glassy eyes, unresponsive, restless, agitated, rapid pulse, dizzy or irregular breathing)



## 6. Meaningful Action (cont.)

Once the safe evacuation of youth/volunteers from the hazardous situation has been confirmed and their basic needs have been addressed, it is imperative to begin addressing the physical requirements of those impacted. This involves several aspects, including but not limited to:

- Providing a location for those with medical issues to gather away from others
- Attending to those with visual or auditory losses; find adaptive ways to keep them informed at all times
- Providing support for those with cognitive impairments
- Assisting those with mobility issues and ensure they are in a safe location
- Moving those negatively impacted by elevated noise levels to quieter locations
- Creating awareness of restroom facility locations, drinking fountains and areas where food may be served
- Inquiring about any service animals and attend to their care



# Sources & Resources

- ❑ ARNG CY5 Training Module: "**Communicable Disease and Risk Management**"  
<https://arngcys.com/new-hire-trainings>
- ❑ Option yr 3 Virtual PD: Training and Resources; SMART BOOK; "**Volunteer Prep and Risk Management Checklist.xlsx**"  
<https://arngcys.com/professional-development>

THE SMART BOOK

THE ONE STOP SHOP FOR EVENT SPECIFIC VOLUNTEER TRAINING NEEDS

- Emergency protocols
  - Fire, armed intruder, weather, injury, lost child
- Incident Reports
- Code of Conduct
- Addressing Youth and Volunteer Misconduct
- Important contact numbers
  - Child Abuse/ Neglect Hotline, CY5 Staff and SFPD

The cover of the SMART BOOK is light blue with a white wave-like border. It features the 'child & youth program army national guard' logo at the top. The text reads 'Army National Guard Child and Youth Services SMART BOOK' and 'What to do in the event of a "WHAT IF"'.

child & youth program  
army national guard

Army National Guard  
Child and Youth Services  
**SMART BOOK**  
What to do in the event of a "WHAT IF"

OPTION YEAR 3 VIRTUAL PROFESSIONAL DEVELOPMENT	
Conf Call - 3MAY22 (pdf)	<a href="#">Download</a>
ARNG CY5 Facility Tracker - MAY22 (pdf)	<a href="#">Download</a>
Example Planning Timeline - Final (xlsx)	<a href="#">Download</a>
KidsCampVolunteerBreakdown2022 (pdf)	<a href="#">Download</a>
PR-VolTraining agenda (pdf)	<a href="#">Download</a>
Risk Continuum Booklet - University of Washington (pdf)	<a href="#">Download</a>
Risk Mgt Worksheet (pdf)	<a href="#">Download</a>
SMART Book- Folded Print (pdf)	<a href="#">Download</a>
SMART Book- Full Page Print-actual (pdf)	<a href="#">Download</a>
Volunteer Prep and Risk Management Checklist (xlsx)	<a href="#">Download</a>



# Volunteer Prep and Risk Management Checklist:

Volunteer Prep and Risk Management Checklist (Spreadsheet) has 4 Tabs with the following key areas:

- RISK- PREP-SITE VISIT**
  - Prep & paperwork
  - Site visit
- VOL TRNG-PREP** (volunteer training)
  - Volunteer management: before event
  - Volunteer management: trainings regarding event specific items
  - Volunteer management: after event items
- CYS EVENT-REGISTRATION DAY** (registration & event)
  - Event check-in/registration items
- CYS EVENT- AFTER** (event check out & after action items)
  - Event check-out
  - After action items in office

	A	B	C	D	E
39	ACA STANDARDS		SMOKE DETECTORS		
40	ACA STANDARDS		CARBON MONOXIDE DETECTORS		
41	ACA STANDARDS		EMERGENCY EXIT SIGNS		
42	ACA STANDARDS		BUNK GUARDRAILS		
43	ACA STANDARDS		LIGHTING OUTSIDE AND INDOORS		
44	ACA STANDARDS		LOCKING MECHANISMS ON DOORS		
45					
46			CONDITIONS OF EQUIPMENT		
47	ACA STANDARDS		POWER TOOLS		
48	ACA STANDARDS		PLAYGROUNDS		
49	ACA STANDARDS		PERMANENT SLEEPING QUARTERS		
50	ACA STANDARDS		ACCESS OF SPECIALIZED ACTIVITY AREAS		
51					
52			CONDITIONS OF KITCHEN & FOOD SAFETY		
53	ACA STANDARDS		HANDWASHING FACILITIES		
54	ACA STANDARDS		FOOD SERVICE AREAS		
55	ACA STANDARDS		REFRIGERATION		
56	ACA STANDARDS		FOOD TEMPERATURES		
57	ACA STANDARDS		SANITIZED UTENSILS AND SURFACES		
58	ACA STANDARDS		DISH WASHING		
59	ACA STANDARDS		DISH DRYING AND STORAGE		
60			CONDITIONS OF EMERGENCY CARE		
61	ACA STANDARDS		HEALTHCARE CENTER		
62	ACA STANDARDS		FIRE AND SAFETY EQUIPMENT EVALUATION		
63	ACA STANDARDS		NONPASSENGER VEHICLES		
64	ACA STANDARDS		EMERGENCY EQUIPMENT		
65	ACA STANDARDS		AVAILABILITY OF AN AED		
66					
67			RESOURCES		
68			FORM DD 2977- RISK ASSESSMENT FORM		
69			<a href="https://www.acacamps.org/sites/default/files/page_documents/accreditation/Standards-at-a-glance-2019-updated-Nov19.pdf">https://www.acacamps.org/sites/default/files/page_documents/accreditation/Standards-at-a-glance-2019-updated-Nov19.pdf</a>		
70					



# Risk Management Module – Worksheet:

## Risk Assessment: Outdoor Programming Considerations

- a. How might the risk assessment process change?
  - b. What additional considerations might need to be made?
- What local procedures do you have in place to ensure adult volunteers receive all required/recommended training to work within ARNG CYS?
  - How do you work with other local programs to ensure CYS needs/requirements are accounted for in the planning process?
  - What has been helpful for you when conducting risk assessments at outdoor/remote facilities?
  - What mechanisms do you utilize when conducting a risk assessment prior to an event/activity?
  - Who conducts the risk assessment, and how are identified hazards communicated to other staff, contractors, and/or volunteers?

**RISK MANAGEMENT MODULE- WORKSHEET**

**I. Review existing policies & procedures**

- DODI 6060.04
- ONGBI 3900.02
- NGB SOP (Guidance, Discipline, Touch & Accountability)
- AR 608-10
- AR 608-
- Any state-specific guidance
- Any CHECKLIST(S)

**II. A comprehensive risk assessment should answer the following questions:**

1. What can happen and under what circumstances?
2. What are the possible consequences?
3. How likely are the possible consequences to occur?
4. Is the risk-controlled effectively, or is further action required?

**III. A Risk Assessment should be conducted:**

- Before new processes or activities are introduced
- Before changes are introduced to existing processes or activities
- Background check process for new volunteers
- Whenever hazards have been identified and/or observed

**1 Risk Assessment: Outdoor Programming Considerations**

a. How might the risk assessment process change?

b. What additional considerations might need to be made?

**2 What local procedures do you have in place to ensure adult volunteers receive all required/recommended training to work within ARNG CYS?**

**3 How do you work with other local programs to ensure CYS needs/requirements are accounted for in the planning process?**

**8 What are risk management best practices utilized within your local program?**

**14 Before wrapping up: What checklists do you have in place, what needs updated, and what needs created?**

Risk Management Module- Worksheet 1 of 4 ARNG CYS Training - FY24



# Risk Management Module – Worksheet: (cont.)

- What should be included on a Risk Assessment checklist?
- What are risk management best practices utilized within your local program?
- What are areas of risk management (locally) you feel could benefit from updating/revising? How might you go about making that change?
- What are some resources being utilized within your local program related to risk management/assessment?
- How do you see the information in this training session being utilized locally?
- What impact might it have on your professional practice?
- How can you update Risk Management training for volunteers?**
- What checklists do you have in place, what needs updated, and what needs created?**

Handout: "Risk Management Worksheet\_FY24.pdf"

Canva Template link: [https://www.canva.com/design/DAGE3FCQnSk/Hn7GgQohfEu-\\_3Aq8\\_0nvQ/view?utm\\_content=DAGE3FCQnSk&utm\\_campaign=designshare&utm\\_medium=link&utm\\_source=publishsharelink&mode=preview](https://www.canva.com/design/DAGE3FCQnSk/Hn7GgQohfEu-_3Aq8_0nvQ/view?utm_content=DAGE3FCQnSk&utm_campaign=designshare&utm_medium=link&utm_source=publishsharelink&mode=preview)



# Risk Management Tips and Best Practices:

Please consider providing tools, tips, resources, checklists, or any other valuable items that could serve as useful resources for fellow ARNG CYS team members. Your contributions can greatly benefit the collective knowledge and effectiveness of the team.

- Conducting site visits
- Developing/using site visit checklists
- Volunteer Training
- Utilizing CYS SMART Book
- Training youth in emergency scenarios
- High-risk events
- Overnights
- Risk management checklists to use during events



Please submit any SMART Book and Best Practice ideas and resources to: [Jeremy.VanWyk@dystech.com](mailto:Jeremy.VanWyk@dystech.com)



# Resources: Scouting

At the national level, the Scouts BSA(Scouting)/Girl Scouts of America offer a variety of resources related to risk assessment and management:

- Guide to Safe Scouting: [www.scouting.org/health-and-safety/gss/](http://www.scouting.org/health-and-safety/gss/)
- Scouting Safely: [www.scouting.org/health-and-safety/](http://www.scouting.org/health-and-safety/)
- Program Hazard Analysis: [www.scouting.org/filestore/pdf/680-009.pdf](http://www.scouting.org/filestore/pdf/680-009.pdf)
- Enterprise Risk Analysis Tool:  
[www.scouting.org/filestore/healthsafety/Enterprise\\_Risk\\_Analysis\\_Tool.xlsx](http://www.scouting.org/filestore/healthsafety/Enterprise_Risk_Analysis_Tool.xlsx)
- Event Safety Checklist: [www.scouting.org/filestore/HealthSafety/pdf/event\\_checklist.pdf](http://www.scouting.org/filestore/HealthSafety/pdf/event_checklist.pdf)
- Campout Safety Checklist: <https://www.scouting.org/health-and-safety/safety-moments/campout-safety-checklist/>
  - [https://filestore.scouting.org/filestore/HealthSafety/pdf/campout\\_checklist.pdf?\\_gl=1\\*12pxrdt\\*\\_ga\\*MTAwMDY5OTM2NC4xNzE1Mjc0MTU4\\*\\_ga\\_20G0JHESG4\\*MTcxNTM4OTY4Ny4zLjEuMTcxNTM4OTY5Mi4wLjAuMA.\\*\\_ga\\_61ZEHCVVHHS\\*MTcxNTM4OTY4Ny4zLjAuMTcxNTM4OTY5Mi41NS4wLjA.&\\_ga=2.167810146.275941271.1715389688-1000699364.1715274158](https://filestore.scouting.org/filestore/HealthSafety/pdf/campout_checklist.pdf?_gl=1*12pxrdt*_ga*MTAwMDY5OTM2NC4xNzE1Mjc0MTU4*_ga_20G0JHESG4*MTcxNTM4OTY4Ny4zLjEuMTcxNTM4OTY5Mi4wLjAuMA.*_ga_61ZEHCVVHHS*MTcxNTM4OTY4Ny4zLjAuMTcxNTM4OTY5Mi41NS4wLjA.&_ga=2.167810146.275941271.1715389688-1000699364.1715274158)
- Safety PAUSE: [www.scouting.org/filestore/healthsafety/pdf/680-046.pdf](http://www.scouting.org/filestore/healthsafety/pdf/680-046.pdf)
- Enterprise Risk Management Committee Guidebook:  
[www.scouting.org/filestore/healthsafety/pdf/680-026.pdf](http://www.scouting.org/filestore/healthsafety/pdf/680-026.pdf)



# Resources & Sources

- ARNG CY5 Policies: <https://arngcys.com/policies-and-regulations>
- Risk Management Quick Reference Booklet: [https://rdl.train.army.mil/catalog-  
ws/view/100.ATSC/9B03CD0E-C076-4E54-A881-95BC15786D0B-1416932342936/GTAx21-08-  
001.pdf](https://rdl.train.army.mil/catalog-<br/>ws/view/100.ATSC/9B03CD0E-C076-4E54-A881-95BC15786D0B-1416932342936/GTAx21-08-<br/>001.pdf)
- Hazard & Risk Source: [https://www.ccohs.ca/oshanswers/hsprograms/risk\\_assessment.html](https://www.ccohs.ca/oshanswers/hsprograms/risk_assessment.html)
- Source: PRACTICE GUIDELINE – OCT2020, By Linda E. Erceg, RN, MS, PHN -  
[https://allianceforcamphealth.org/wp-content/uploads/2019/05/Communicable-Disease-  
Management-Update-Sept-2020.pdf](https://allianceforcamphealth.org/wp-content/uploads/2019/05/Communicable-Disease-<br/>Management-Update-Sept-2020.pdf)
- Resource: ARNG CY5 Training Module: "**Communicable Disease and Risk Management**" <https://arngcys.com/new-hire-trainings>
- Handouts:
  - "Risk Management Worksheet\_FY24.pdf" - Editable Canva Template  
link: [https://www.canva.com/design/DAGE3FCQnSk/Hn7GgQohfEu-  
\\_3Aq8\\_0nvQ/view?utm\\_content=DAGE3FCQnSk&utm\\_campaign=designshare&utm\\_mediu  
m=link&utm\\_source=publishsharelink&mode=preview](https://www.canva.com/design/DAGE3FCQnSk/Hn7GgQohfEu-<br/>_3Aq8_0nvQ/view?utm_content=DAGE3FCQnSk&utm_campaign=designshare&utm_mediu<br/>m=link&utm_source=publishsharelink&mode=preview)
  - "Volunteer Prep and Risk Management Checklist.xls"



# Resources: American Camp Association

<https://www.acacamps.org>

- Type in Search Box: **"Risk Management"**
- Generated "128" results

A screenshot of the American Camp Association website's search results page. The browser address bar shows the URL: acacamps.org/search?keys=Risk+Management&amp;sort\_bef\_combine=relevance\_DESC. The website header includes navigation links for 'FOR CAMP PROFESSIONALS', 'FOR PARENTS &amp; FAMILIES', 'NEWS', 'VOLUNTEERS', 'DONATE', and 'LOGIN'. The main navigation menu includes 'ABOUT', 'EVENTS &amp; EDUCATION', 'ACCREDITATION', 'JOBS', 'RESEARCH', and 'RESOURCES'. A 'Become a Member' button is also present. The search bar contains the text 'Risk Management' and an 'Apply' button. Below the search bar, it says 'Showing: 1-10 of 128 results' and 'Sort by: Most Relevant'. The left sidebar has a 'Filter Results' section with a 'Clear All Filters' button. Under 'Filter by type', there are checkboxes for Article, Blog Posts, Events, General Page, News, and Online Course. Below that are sections for 'Filter by topic', 'Filter by core competency', and 'Filter by standards toolkit', each with a plus sign. The main content area displays three search results. The first result is titled 'Cultural Bias in Risk Management' and includes a description: 'When bias is discussed in wilderness risk management, it is often explored from the perspective of decision-making. Heuristics are the processes by which we make decisions using mental shortcuts that...'. The second result is titled 'Wilderness Risk Management Conference (WRMC)' and includes a description: 'The core objective of the Wilderness Risk Management Conference (WRMC) is to offer an outstanding educational experience to help you mitigate the risks inherent in exploring...'. The third result is titled 'NOLS Risk Management Training September 17-19, 2024' and includes an overview: 'In this training for outdoor professionals and program administrators, you will build an action

# QUIZ

As evidence of completion of this course, you will need to complete the short assessment tool provided. To access the assessment, please click on the link below:

1. Please complete the "Risk Management FY23" quiz at the following link: [Risk Management](#)
2. Following completion of this test, 80%+ passing results are automatically sent to Brian Stoudnour for updating on the ARNG CY5 Training Tracker.
3. [\*Please email [brian.stoudnour@chenegagms.com](mailto:brian.stoudnour@chenegagms.com) if you have any questions or issues with the quiz.]