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Command Policy

OPERATIONAL RISK MANAGEMENT

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This instruction implements AFD 90-9, *Operational Risk Management*. It provides strategic instruction for the implementation and sustainment of Operational Risk Management (ORM) in the 439 Airlift Wing. It applies to all personnel assigned or attached to the 439 AW.

1. Executive Summary.

1.1. General. ORM initiatives include training, tools and information, application to mission activity, integration, and oversight. These initiatives will be refined, enhanced, and updated as ORM integration matures, experience is gained, and mission needs change the sustainment focus.

1.2. Resources. The unit will provide all resources required to implement and sustain ORM for organizations within the 439 AW.

1.3. Financial Requirements. Current operations and maintenance funding is expected to be sufficient to support implementation and integration of ORM into 439 AW activities. The only significant future expense is funding to train replacement ORM advisors in the event of reassignments. This expense is limited to travel and per diem for one week to the ORM Applications and Integration course, given at various bases throughout the CONUS.

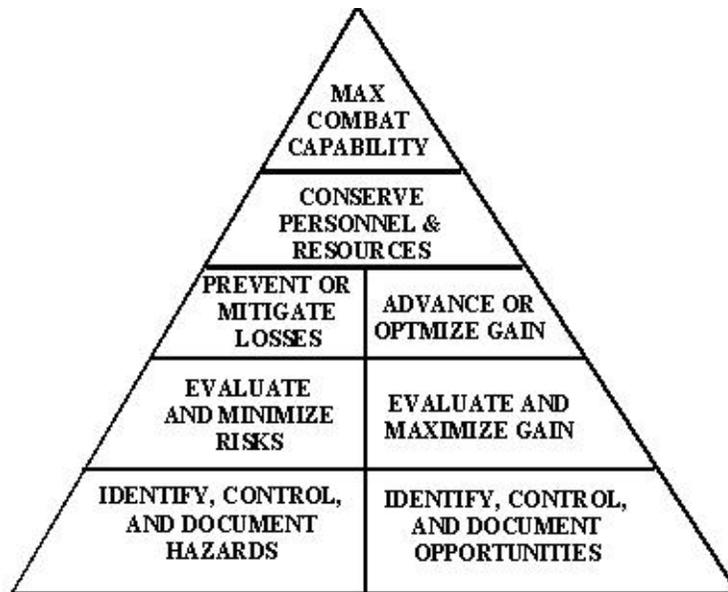
1.4. Manpower Requirements. Each group within the wing will appoint an ORM program manager to oversee the implementation and sustainment of ORM for all sections within the respective group. Additional duty personnel will support the wing and group ORM programs as functional area specific ORM advisors. Supervisors will ensure assigned personnel employ ORM to all mission-related activities.

2. Introduction.

2.1. Purpose. The purpose of this instruction is to implement requirements identified in AFD 90-9, paragraph 5.5.2.

- 2.2. Vision. Ensure an organization in which all personnel manage risk so that operations are successfully completed in the most mission effective manner possible.
- 2.3. Mission. Enhance mission effectiveness while minimizing risk.
- 2.4. Goals. The hierarchy of goals (see [Figure 1.](#), ORM Hierarchy) is the crucial framework for defining ORM.

Figure 1. Operational Risk Management Hierarchy.



3. Objectives. The following objectives provide an overview of how this instruction will be implemented in support of Air Force requirements.

3.1. Objective 1. Train our people to apply, implement, and integrate ORM. Training and education initiatives within the wing in support of ORM are categorized as basic level and advisor level. The basic level includes locally performed training for all wing members. The advisor level includes completion of all basic level training and completion of Air Force-level training (Applications and Integration course).

3.1.1. Basic level training. The Introduction to ORM training course is required for all personnel and can be accomplished either as computer-based training (CBT) or in a classroom setting. In addition, all personnel will receive initial workplace-specific ORM training, periodic ORM-related briefings as determined by the commander, on-the-job training, and participation in the application of ORM to mission activities.

3.1.1.1. Introduction to ORM Training. Supervisors are responsible to ensure all personnel receive this training and that the training is documented. Initial ORM training will be conducted as part of each unit's newcomer's training when a member is assigned to the 439 AW.

3.1.1.2. Initial workplace-specific ORM Training. Supervisors are responsible to ensure all personnel receive this training and that the training is documented. Initial workplace training

will consist of involving the new member in a shop level ORM process as soon as possible.

3.1.1.3. ORM-Related Activities.

3.1.1.3.1. ORM down days. HQ AFRC may schedule ORM down days on a periodic basis. These days will be fully supported by all personnel.

3.1.1.3.2. ORM-related briefings may be provided to unit personnel as a part of Commander's calls.

3.1.1.3.3. On-the-Job Training. Personnel at every level will work with their supervisors and the group/organization ORM advisor in the application of ORM to tasked activities.

3.1.2. Advisor level training. Advisor level training includes participation in all basic level activities and completion of the Air Force ORM Applications and Integration Course. Advisors will provide ORM tools and information to members of their organizations.

3.1.2.1. ORM tools and information. Tools and information required for ORM implementation will be provided in two ways: web-based products and personal contact.

3.1.2.1.1. Web-based products. Group ORM advisors will develop procedures for providing this material to sections within their respective groups. ORM related material can be downloaded from the HQ AFRC ORM web site at: <https://wwwmil.afrc.af.mil/orm>.

3.1.2.1.2. Personal Contact. Despite the best of training and web-based products, personal contact remains a staple of doing business. All wing members will be encouraged to discuss any ORM related topic with the group/organization ORM advisor or safety representatives.

3.2. Objective 2. Integrate ORM into all mission-related activity. Employing ORM in the conduct of mission-related activity is the key focus of ORM policy and guidance.

3.2.1. Planning. Organizations will routinely integrate ORM to their planning activities. All identified hazards and control measures will be identified and integrated into the plan. Risks that cannot be reduced to an acceptable level will be identified to commanders to enable them to make an informed decision.

3.2.2. Execution. Throughout the execution of any project or procedure, organizations will implement all control measures identified in planning and observe their effectiveness. Inadequate control measures will be cause for delaying operations until adequate control measures can be employed or the appropriate commander makes an informed decision.

3.2.3. Post Mission Activity. Once after action reports are published, organizations will assemble any ORM lessons learned and provide them to the group/organization ORM advisor in order to update the ORM application process.

3.3. Objective 3. Continuous improvement. Continuously improve ORM processes, products, and procedures.

3.3.1. ORM Processes. All organizations will note any difficulty or inadequacy in any ORM process and identify their observations and recommended fixes to the ORM advisor by any practical means.

3.3.2. ORM Products. All wing personnel will note any difficulty or inadequacy in any ORM product and identify their observations and recommended fixes to the group/organization ORM advisor by any practical means.

3.3.3. ORM Procedures. All wing personnel will note any difficulty or inadequacy in any ORM procedure and identify their observations and recommended fixes to the group/organization ORM advisor by any practical means.

3.4. Objective 4. Encourage off-duty application of ORM. Application of ORM by Air Force personnel to off-duty activities is identified at Air Force level as an essential part of any organization ORM program. During all safety or ORM down-day activities, application of ORM to off-duty activities will be included as a part of the day's activities.

3.5. Objective 5. Provide Oversight. Commander ownership of ORM activities is essential to ensure ORM is employed and becomes an integrated part of all mission activity.

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