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**Command Policy**

**OPERATIONAL RISK MANAGEMENT (ORM)**

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OPR: 45 SW/SESE (Mr Chris P. Olesnevich)

Certified by: 45SW/SE  
(Colonel Wayne L. Thompson)

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This instruction implements AFD 90-9, *Operational Risk Management*, and AFI 90-901, *Operational Risk Management*. It establishes the requirement to integrate and sustain Operational Risk Management (ORM) throughout the 45th Space Wing. It assigns responsibilities for program elements and contains program management information. It applies to all 45th Space Wing personnel and functional areas. It does not apply to Air Force Reserve Command (AFRC), Air National Guard (ANG) units, nor contractor personnel.

***Section A—ORM Process Description***

**1. Definition, Purpose and Scope.**

1.1. Definition. Operational Risk Management is a logic-based, common sense approach to making calculated decisions on human, material, and environmental factors before, during, and after Air Force mission activities and operations.

1.2. Purpose. The goal of ORM is to enhance mission effectiveness at all levels while minimizing risks. This instruction will define specific responsibilities for each level of management as well as the responsibilities of each individual assigned to the 45th Space Wing.

1.3. Scope. ORM enables commanders, functional managers, supervisors, and individuals to maximize operational capabilities while limiting all dimensions of risk by applying a simple, systematic process appropriate for all personnel and functions both on and off duty. Effective risk management begins at the top with commander support and is the responsibility of every person within the chain of command.

1.3.1. By regulation, ORM is a Commander's program. ORM has great applications in the safety arena and 45 SW Safety is the Office of Primary Responsibility. However, ORM is not limited to issues of safety and should be applied to all operations. The benefits of ORM include maximizing capabilities while minimizing all associated risks in every area of operations.

## ***Section B—Program Management***

**2. Responsibilities.** The following responsibilities are additions to those defined by AFI 90-901:

2.1. The 45th Space Wing Commander maintains responsibility for implementation and administration of the ORM program in the 45 SW.

2.2. Chief of Safety (45 SW/SE) will appoint an ORM Program Manager to oversee ORM integration and sustainment wing wide.

2.3. The Wing ORM Program Manager will ensure each 45 SW unit establishes an ORM program and provide oversight and feedback as required. Additionally, the ORM Program Manager will:

2.3.1. Develop specific ORM program implementation guidance, and establish policy and requirements to sustain the ORM program within the wing.

2.3.2. Provide a training course focused on ORM Application and Integration to all group/unit ORM advisors. HQ AFSC ORM courses, or the AFSC Distance Learning ORM courses, fulfill this requirement.

2.3.3. Annually review all squadron ORM Training Programs and conduct an assessment of unit level ORM programs. A review by the Ground Safety Staff, conducting annual unit level assessments, may complete this requirement. Findings from the assessments will be included in the inspection reports, regardless of who conducts the assessment.

2.3.4. Facilitate ORM assessments as requested.

2.4. Group Commanders will:

2.4.1. Assign, in writing, ORM advisors for program implementation and assessments.

2.4.1.1. Advisors should be in the rank of SSgt or above, or GS-7 or above, with a minimum of 12 months Time On Station remaining.

2.4.1.2. Provide a copy to 45 SW ORM Program Manager.

2.4.2. Review the status of subordinate unit level ORM programs quarterly with the ORM advisor. This should be accomplished prior to the quarterly Commander's Consolidated Safety and Health Council Meeting.

2.4.3. Ensure ORM advisors complete an ORM course within 90 days of assignment.

2.5. Unit Commanders/Division Chiefs will: (Unit level in this instruction is defined as the squadron level organizations within the groups, and the staff offices within wing staff.)

2.5.1. Assign, in writing, unit level ORM advisors for program implementation and assessments.

2.5.1.1. Advisors should be in the rank of SSgt or above, or GS-7 or above, with a minimum of 12 months Time On Station remaining.

2.5.1.2. Provide a copy to 45 SW ORM Program Manager.

2.5.2. Ensure unit level advisors complete an ORM course within 90 days of assignment.

2.5.3. Ensure that newly assigned personnel receive initial ORM training within 60 days of assignment.

- 2.5.4. Review ORM assessments and ensure they are signed by the appropriate approval authority.
- 2.6. Section Supervisors will:
  - 2.6.1. Incorporate ORM into the section's training process.
  - 2.6.2. Apply ORM to:
    - 2.6.2.1. Daily operations, maintenance, and general tasks within work centers.
    - 2.6.2.2. All unique or one-time tasks (e.g., moving, construction, exercises).
    - 2.6.2.3. All operations presenting probable hazards not previously identified by technical data or other safety sources.
    - 2.6.2.4. Any modification proposals, acquisitions, and/or development efforts.
    - 2.6.2.5. Any required waivers for safety or other waivers which deal with safety issues.
  - 2.6.3. Incorporate ORM training into Section's training plans.
  - 2.6.4. Ensure initial ORM Training is documented on the AF Form 55, Employee Safety and Health Record, or other suitable product.
- 2.7. Group Level ORM Advisors will:
  - 2.7.1. Assist Group Commander in the selection of unit level ORM advisors if requested.
  - 2.7.2. Ensure that unit level ORM advisors are replaced when previous advisor is no longer performing ORM duties.
  - 2.7.3. Assist unit level ORM advisors with the application of ORM within their units.
  - 2.7.4. Chair a meeting with the unit level ORM advisors on a quarterly basis to discuss the status of their programs.
  - 2.7.5. Brief Group Commanders quarterly on the status of ORM within the group. Review will be documented showing date and issues discussed then forwarded to the wing ORM advisor.
  - 2.7.6. Disseminate all ORM literature received to unit level ORM advisors.
- 2.8. Unit Level ORM Advisors will:
  - 2.8.1. Conduct a quarterly review of the unit level ORM program with the squadron commander/division chief, prior to the Commander's Consolidated Safety and Health Meeting (CCSHM). Ensure the review is documented showing date conducted and issues discussed and minutes are filed in the ORM continuity binder.
  - 2.8.2. Attend a quarterly meeting with the group ORM advisor. Be prepared to discuss ORM issues that occurred within the unit.
  - 2.8.3. Facilitate unit level ORM assessments as necessary.
  - 2.8.4. Track unit level initial ORM Fundamentals training and ensure completion of training by new personnel within 60 days of assignment.
  - 2.8.5. Ensure initial training is completed by all assigned unit personnel and document completion of training.

- 2.8.6. Review program annually.
- 2.8.7. Disseminate any new information pertinent to ORM to unit personnel.
- 2.8.8. Maintain an ORM continuity binder with the following minimum requirements. Additional Tabs may be added at the discretion of commanders and unit level ORM advisors.
  - 2.8.8.1. Tab A: Unit level ORM advisor appointment letter.
  - 2.8.8.2. Tab B: Unit level training status; updated as required. This section will include the names of unit personnel and the date they received their initial training.
  - 2.8.8.3. Tab C: Documentation from the Commander's quarterly review of the ORM program.
  - 2.8.8.4. Tab D: Copy of ORM Analyses accomplished within the unit.
  - 2.8.8.5. Tab E: Publications to include the following (NOTE: if the unit level advisor has internet capabilities, then this tab may contain the internet links in lieu of the instructions):
    - 2.8.8.5.1. AFD 90-9, *Operational Risk Management*.
    - 2.8.8.5.2. AFI 90-901, *Operational Risk Management*.
    - 2.8.8.5.3. AFPAM 90-902, *Operational Risk Management (ORM) Guidelines and Tools*.
    - 2.8.8.5.4. 45 SWI 90-901, *Operational Risk Management*.

### ***Section C—Training Management***

**3. Training.** The following defines wing- and unit-level training requirements. Organizations are encouraged to create unit-specific ORM training; however, the training must be approved by 45 SW/SE prior to use.

- 3.1. All newly assigned personnel require either ORM Fundamentals training via ORM University, Module I (<https://rmis.saia.af.mil>) or a 45 SW/SE approved substitute training course within 60 days of arrival. If initial training was accomplished and documented at previous base or unit, this does not need to be reaccomplished.
- 3.2. 45 SW ORM Program Manager will provide:
  - 3.2.1. Supervisor's ORM Course.
    - 3.2.1.1. Supervisory and non-supervisory personnel may attend this course.
    - 3.2.1.2. Course is required within 90 days of appointment for group and unit level advisors.
  - 3.2.2. Review of unit level training programs. Approval will be given, subject to content of the course. Any local training which needs approval, shall be forwarded to the 45 SW ORM Program Manager for review and approval.
- 3.3. Group Level ORM Advisors will provide:
  - 3.3.1. Unit level initial training consisting of ORM Fundamentals training via ORM University, Module I, Executive Level ORM course, Module IV, (<https://rmis.saia.af.mil>), or the 45 SW ORM Program Manager approved training course.

***Section D—Application of ORM*****4. Applying ORM to a process.**

4.1. Each unit is responsible for their own unique application of ORM within the scope of their mission. Unit level ORM advisors should serve to facilitate the ORM process. If further assistance is required, contact the 45 SW ORM Program Manager.

4.2. ORM analyses must be accomplished when conditions outlined in section [2.6.2](#) of this instruction are encountered.

4.3. AFPAM 90-902, *ORM Guidelines and Tools*, should be referenced for guidance pertaining to the ORM six-step process.

4.3.1. Although there is no standard format for a formal ORM product, the four Principles of ORM and the 6-step process, as defined in AFI 90-901 and AFPAM 90-902 must be applied.

4.3.2. The scope of ORM used must be at a level appropriate for the process being evaluated.

MICHAEL F. LEHNERTZ, Colonel, USAF  
Vice Commander