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Command Policy

OPERATIONAL RISK MANAGEMENT

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This instruction implements AFDPO 90-9, *Operational Risk Management*, and AFI 90-901, *Operational Risk Management*. This document is intended to provide the strategic instruction for the implementation and sustainment of Operational Risk Management (ORM) in the 913th Airlift Wing. This instruction applies to the 913th Airlift Wing and attached units.

1. Executive Summary:

1.1. General: This document is intended to provide the strategic plan for the implementation and sustainment of operational risk management (ORM) in the 913 AW. 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: All resources required to implement and sustain ORM for units within the 913 AW will be provided by the unit.

1.3. Financial Requirements: Current O&M funding is expected to be sufficient to support implementation and integration of ORM into 913 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 Kirtland AFB, NM.

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 units within the respective group. Additional duty-personnel will support the wing and group ORM programs in the form of functional area specific ORM advisors and safety representatives. Supervisors will ensure assigned personnel employ ORM to all mission-related activities.

2. Introduction:

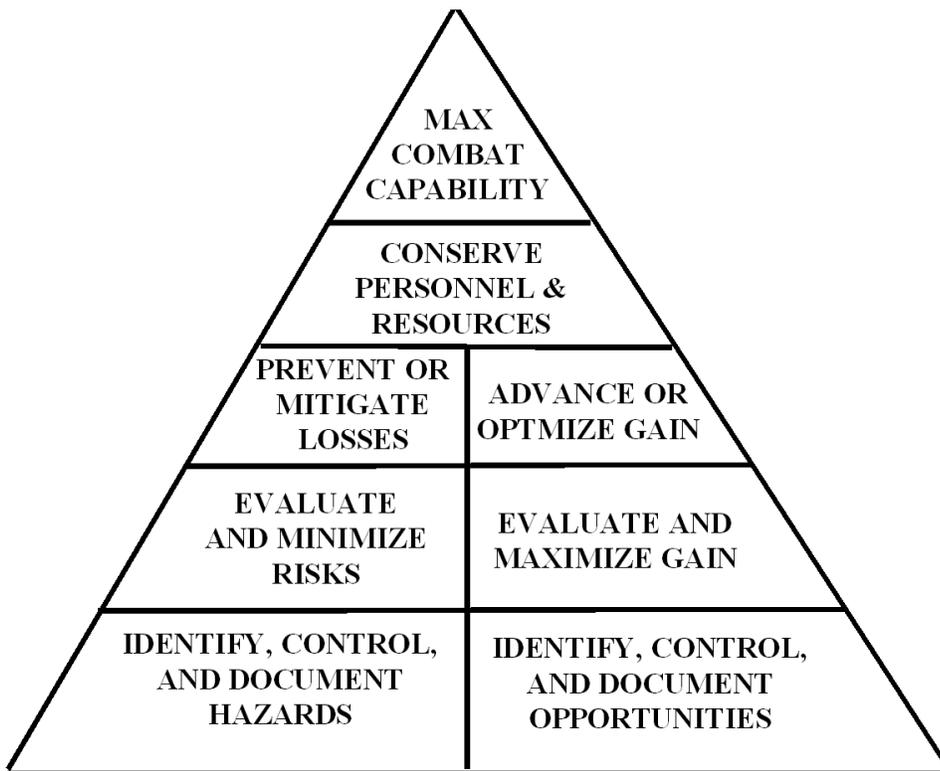
2.1. Purpose. The purpose of this plan is to implement requirements identified in AFI 90-901, paragraph 5.5. Specifically, that “commanders at all levels will develop and maintain an ORM implementation and sustainment plan.”

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, illustrated in [Figure 1](#), is the crucial framework for defining operational risk management.

Figure 1. Operational Risk Management Hierarchy.



3. Objectives:

3.1. Overview. The following objectives provide an overview of how this plan will be implemented in support of Air Force requirements.

3.1.1. Objective 1. Train our people to apply, implement, and integrate ORM.

3.1.2. Objective 2. Provide tools and information to enable ORM use.

3.1.3. Objective 3. Integrate ORM into all mission-related activity.

3.1.4. Objective 4. Continuously improve ORM processes, products, and policies.

3.1.5. Objective 5. Encourage off-duty application of ORM.

3.1.6. Objective 6. Provide oversight.

3.2. Objective 1. Train our people to apply, implement, and integrate ORM.

3.2.1. Introduction. Training and education initiatives within the wing in support of ORM are categorized as basic level and advisor level.

3.2.1.1. Basic. The basic level includes locally performed training for all wing members.

3.2.1.2. Advisor. The advisor level includes participation in all basic level training and participation in specialized Air Force-level training.

3.2.2. Implementation and Responsibilities.

3.2.2.1. Basic. The basic level includes participation by all wing members in a combination of training venues. 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 ORM training, periodic ORM-related briefings as determined by the commander, on-the-job training, and participation in application of ORM to mission activities.

3.2.2.1.1. Introduction to ORM Training. Supervisors are responsible to ensure all personnel receive this training and that the training is documented. Initial ORM training shall be conducted as part of each unit's newcomer's training when a member is assigned to the 913 AW.

3.2.2.1.2. Initial Workplace 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.

3.2.2.1.3. ORM-Related Activities.

3.2.2.1.3.1. HQ AFRC may schedule ORM-down days on a periodic basis. These days will be fully supported by all personnel, by unit safety representatives, and all unit ORM advisors.

3.2.2.1.3.2. ORM-related briefings may be provided to unit personnel as a part of Commander's calls. These briefings may be presented as Air Force or HQ AMC video presentations or as briefings by the group/unit ORM advisor, wing, or unit safety representatives.

3.2.2.1.4. On-the-Job Training. Personnel at every level will work with their supervisors and the group/unit ORM advisor to learn wing and unit procedures for applying ORM to tasked activities.

3.2.2.1.5. Participation in ORM-Related Mission Activity. Project managers and team members will employ the wing process for managing risk associated with mission-related activity for all projects, with the assistance of the group/unit ORM advisor.

3.2.2.1.6. The material can also be downloaded from the 28TS ORM Home Page:
<https://wwwmil.afrc.af.mil/orm>.

3.2.2.2. Advisor. Advisor level training includes participation in all basic level activities and attending the Air Force ORM Applications and Integration Course, at the Air Force Safety Center, Kirtland AFB, New Mexico.

3.3. Objective 2. Provide tools and information to enable ORM use.

3.3.1. Introduction. Providing the tools and information necessary for assigned personnel to apply ORM to mission activities is essential to successful implementation of ORM in the wing. The tools and information required will be provided in two ways: Web-based products and personal contact.

3.3.1.1. Web-based Products. The latest web-based information in support of ORM is available from the AFRC ORM site. This information is made accessible to all mil-only sites. <https://wwwmil.afrc.af.mil/orm.htm>.

3.3.1.2. 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/unit ORM advisor or safety representatives.

3.3.2. Implementation and Responsibilities.

3.3.2.1. Web-Based Products. 913 AW/SE will maintain a supply of ORM tools and regulations available via the public folders to allow all assigned personnel ready access to all essential ORM requirements and supporting documentation. Group/unit ORM advisors will also develop procedures for providing this material to units within the respective groups.

3.3.2.2. Personal Contact. Contact information for the ORM advisor will be provided on unit additional-duty rosters. The group/unit ORM advisors will make themselves available to assist, train, and guide personnel in their ORM activities.

3.4. Objective 3. Integrate ORM wing wide into all mission-related activity.

3.4.1. Introduction. Employing ORM in the conduct of mission-related activity is the key focus of ORM policy and guidance.

3.4.2. Implementation and Responsibilities.

3.4.2.1. Planning Activity. During planning, units will routinely integrate ORM to their planning activities by using the wing process for integration. All identified hazards and controls will be identified and integrated into the plan so they become a part of the planned activity. In addition, the risk analysis will be reviewed by unit or group commanders before being briefed to the appropriate commander as a part of the plan briefing. Review of the risk analysis will be included in such briefings. Risks that cannot be reduced to an acceptable level will be identified to the commanders to enable an informed decision regarding the level of risk.

3.4.2.2. During Execution. Throughout the execution of any project or procedure, units will implement all risk controls identified in planning and observe their effectiveness. Inadequate risk controls will be cause for delaying operations until adequate risk controls can be employed or an informed decision by the appropriate commander is provided. Lessons learned will be noted for future use.

3.4.2.3. Post Mission Activity. Once after action reports are published, units will assemble any ORM lessons learned and provide them to the group/unit ORM advisor so the process for applying ORM can be updated.

3.5. Objective 4. Continuously improve wing ORM processes, products, and policies.

3.5.1. Introduction. Continuous improvement of ORM processes is essential to keep abreast of the mounting complexity of hazards to mission activity.

3.5.2. Implementation and Responsibilities.

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

3.5.2.2. ORM Products. All wing personnel will note any difficulty or inadequacy in any unit ORM product (worksheets etc.) and identify their observations and recommended fixes to the group/unit ORM advisor by any practical means.

3.5.2.3. ORM Policies. All wing personnel will note any difficulty or inadequacy in any unit ORM policy and identify their observations and recommended fixes to the group/unit ORM advisor by any practical means.

3.6. Objective 5. Encourage off-duty application of ORM.

3.6.1. Introduction. Application of ORM by Air Force personnel to off-duty activities is identified at Air Force level as an essential part of any unit ORM program.

3.6.2. Implementation and Responsibilities.

3.6.2.1. ORM Down Days. 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.

3.6.2.2. ORM Briefings. Application of ORM to off-duty activities will be included as a part of Commander's call ORM briefings.

3.7. Objective 6. Provide ORM program oversight.

3.7.1. Introduction. Commander ownership of ORM activities is essential to ensure ORM is employed and becomes an integrated part of all mission activity.

3.7.2. Implementation and Responsibilities. On an annual basis, the wing ORM advisor and group commanders will review this instruction for currency and completeness.

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Commander