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**Command Policy**

**OPERATIONAL RISK MANAGEMENT**

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This instruction implements AFDPO 90-9, *Operational Risk Management* and references AFI 90-901, *Operational Risk Management*. This document provides the strategic instruction for the implementation and sustainment of Operational Risk Management (ORM) throughout the 944th Fighter Wing (FW). Specifically, this instruction provides commanders at all levels an ORM implementation and sustainment plan. This instruction applies to all units assigned to the 944 FW.

**SUMMARY OF REVISIONS**

This revision changes text (paragraphs [1.4.4.](#), [3.2.2.1.1.](#), [3.2.2.1.2.2.](#), [3.3.2.2.1.](#), [3.3.2.2.2.](#), [3.4.2.1.1.](#), and [3.4.2.3.](#)). A bar ( | ) indicates changes from the previous edition.

**1. Executive Summary:**

1.1. General. This document provides the strategic plan for the implementation and sustainment of ORM throughout the 944 FW. The 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 944 FW will be provided by the unit.

1.3. Financial Requirements. Current operation and maintenance (O&M) funding is expected to be sufficient to support implementation and integration of ORM into 944 FW activities. The only significant future expense is funding to train replacement ORM advisors in the event of reassignments.

1.4. Manpower Requirements:

1.4.1. The wing commander has designated the 944 FW Safety (SE) office as the Wing ORM Advisor.

1.4.2. Group commanders within the wing will appoint a Group ORM Advisor to oversee the implementation and sustainment of ORM for all units within their respective group and assist Unit ORM Advisors.

1.4.3. Unit commanders within the wing will appoint a Unit ORM Advisor to assist them with implementing the ORM program within the unit. Additionally, unit shops with 50 or more personnel will appoint a Shop ORM Advisor to work with the Unit ORM Advisor.

1.4.4. Commanders will ensure that appointed ORM advisors are able to attend the ORM Application and Integration Course.

1.4.5. All supervisors will ensure their personnel employ ORM to all mission-related activities.

## 2. Introduction:

2.1. Vision. Ensure an organization in which all personnel manage risk so that operations are successfully completed in the most mission effective manner possible. Further, to ensure all wing personnel are trained and use ORM in their daily duties and personal life.

2.2. Mission. Enhance mission effectiveness while minimizing risk.

2.3. Goals. The hierarchy of goals, illustrated in [Figure 1](#), is the crucial framework for defining operational risk management.

### Figure 1. Operational Risk Management Hierarchy.

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| <ol style="list-style-type: none"> <li>1. MAXIMIZE COMBAT CAPABILITY</li> <li>2. CONSERVE PERSONNEL AND RESOURCES</li> <li>3. PREVENT OR MITIGATE LOSSES WHILE ADVANCING OR OPTIMIZING GAIN</li> <li>4. EVALUATE TO MINIMIZE RISKS AND MAXIMIZE GAIN</li> <li>6. IDENTIFY, CONTROL AND DOCUMENT HAZARDS</li> <li>7. IDENTIFY, CONTROL AND DOCUMENT OPPORTUNITIES</li> </ol> |
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## 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 personnel 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 activities.

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 personnel 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 personnel.

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 personnel 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 periodic ORM-related briefings as determined by the commander, on-the-job training (OJT) and participate in applying ORM to mission activities.

3.2.2.1.1. Introduction to ORM Training. Part I - Initial briefing and Part 2 - Mission/workplace first application activity. Supervisors are responsible to ensure all personnel receive this training and that the training is documented on the individual's AF Form 55, **Employee Safety and Health Record**, or automated computer program. The ORM briefing shall be conducted as part of the newcomer's training when a member is assigned to the 944 FW. Workplace application training will consist of involving the new member in a shop level ORM process as soon as possible.

3.2.2.1.2. ORM-Related Activities:

3.2.2.1.2.1. ORM down days may be scheduled by Headquarters (HQ) Air Force Reserve Command (AFRC) or HQ Air Education and Training Command (AETC) on a periodic basis and will be fully supported by all personnel.

3.2.2.1.2.2. At least annually, ORM-related briefings will be provided to all personnel as a part of commander's calls. These briefings may be presented as Air Force or higher HQ video presentations or as briefings by the group/unit ORM advisor, wing or squadron safety representatives.

3.2.2.1.3. OJT 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 mission related activities.

3.2.2.1.4. Participation in ORM-Related Mission Activities. With the assistance of the group/unit ORM advisor, project managers and team members will employ the wing process for managing risk associated with mission-related activities for all projects.

3.2.2.1.5. The ORM material can also be downloaded from the AFRC ORM or the 28th Training Squadron (TS) ORM Web sites.

3.2.2.2. Advisor. The advisor level training includes participation in all basic level activities and attendance of the Air Force ORM Applications and Integration Course. Wing, group and unit ORM advisors are required to maintain an ORM Continuity Book. **Attachment 2** lists the required items for this book.

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

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

3.3.1.1. Web-based Products. The latest information in support of ORM is available on the AFRC ORM Web site. This information is accessible to all .mil sites only (i.e., cannot access from public or home internet connections).

3.3.1.2. Personal Contact. Despite the best of training and web-based products, personal contact remains a staple of doing business. All personnel are 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. The 944 FW/SE office will maintain a supply of ORM tools and regulations that are available through e-mail requests. Group ORM advisors will also develop procedures for providing ORM material to units within their respective groups.

3.3.2.2. Personal Contact. Contact information (name, duty phone, location, etc.) of the appropriate ORM advisors will be provided on unit additional duty rosters. The wing/group/unit ORM advisors will make themselves available to discuss, assist, train, and guide personnel with their ORM activities.

3.3.2.2.1. Unit ORM advisors will perform periodic ORM review of all shop areas. This review will include ensuring ORM training is being documented and shops are integrating ORM into all mission activities.

3.3.2.2.2. Group ORM advisors will submit quarterly reports to their commanders and wing ORM advisor outlining the number of personnel trained in each phase of ORM.

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

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

3.4.2. Implementation and Responsibilities:

3.4.2.1. Planning Activities. During planning, project managers and team members will routinely integrate ORM into 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 and or group commanders before being briefed to the appropriate commander as a part of the planned 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 commanders to enable an informed decision regarding the level of risk.

3.4.2.1.1. All shops deploying on large force temporary duty (TDY) will submit to the deployment supervisor, an ORM plan outlining all potential hazards and controls prior to deploying.

3.4.2.2. Executing Activities. Throughout the execution of any project or procedure, all personnel will implement all risk controls identified during 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 documented for future use.

3.4.2.3. Post Activities. Project managers will provide documented ORM lessons learned to the group/unit ORM advisors for all ORM plans.

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 activities.

3.5.2. Implementation and Responsibilities:

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

3.5.2.2. ORM Products. All personnel will document 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 personnel will document 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 ORM program.

3.6.2. Implementation and Responsibilities:

3.6.2.1. ORM Down Days. Application of ORM into off-duty activities will be included as a part of all safety or ORM down day activities.

3.6.2.2. ORM Briefings. Application of ORM into 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 at all levels of ORM activities is essential to ensure ORM is employed and becomes an integrated part of all mission activities.

3.7.2. Implementation and Responsibilities. On an annual basis, the wing ORM advisor, group commanders and group ORM advisors will review ORM progress and processes.

CRAIG S. FERGUSON, Colonel, USAFR  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 90-9, *Operational Risk Management*

AFI 90-901, *Operational Risk Management*

***Abbreviations and Acronyms***

**AETC**—Air Education and Training Command

**AF**—Air Force

**AFI**—Air Force Instruction

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**CBT**—Computer Based Training

**FW**—Fighter Wing

**HQ**—Headquarters

**O&M**—Operations and Maintenance

**OJT**—On-the-job Training

**ORM**—Operational Risk Management

**SE**—Safety

**TDY**—Temporary Duty

**TS**—Training Squadron

**Attachment 2****ORM CONTINUITY BOOK**

**A2.1. General.** All group and unit ORM advisors are required to maintain an ORM continuity book for their respective group/unit. Shop ORM advisors will use their unit's ORM continuity book for any required training and information. Additionally, shop ORM advisors will provide any requested and or required information to their unit ORM advisor which will be kept in the unit's ORM continuity book.

**A2.2. Required ORM Continuity Book Items:**

A2.2.1. 944 FWI 90-901, *Operational Risk Management*

A2.2.2. ORM Advisor Appointment Letters. Group ORM advisors will have their letter and a copy of each unit ORM advisor within their group. Unit ORM advisors will have their letter and a copy of each shop ORM advisor within their unit.

A2.2.3. ORM Processes

A2.2.4. ORM Training Material

A2.2.5. ORM Lessons Learned