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Safety

**OPERATIONAL RISK MANAGEMENT
PROGRAM**

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OPR: 319 ARW/SE (Capt. Tony A. Ettestad)

Certified by: (Lt. Col. Robert J. Mahoney)

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This instruction implements AFI 91-213. It outlines the Operational Risk Management (ORM) program throughout the 319th Air Refueling Wing (319 ARW). ORM is a logic-based, common sense approach to making calculated decisions on human, material, and environmental factors before, during and after 319 ARW operations. It enables commanders, functional managers, and supervisors to maximize operational capabilities while minimizing risks by applying a simple, systematic process. It will enhance the chances of safe mission accomplishment, while preserving assets and safeguarding health and welfare. The purpose of this Instruction is to formally establish the ORM process used within the 319 ARW.

1. Applicability. This instruction applies to all commanders, functional and crew resource managers, and supervisors in the 319 ARW.

1.1. Objectives. The objectives of ORM are to accept no unnecessary risks and make risk decisions at the appropriate level to establish clear accountability. The overall goal of the program is to ensure the best course of action is selected to insure success with the least amount of risk. This is done by examining all aspects of the mission while tempering operation decisions based on risk management principles. Some risk may be necessary based on mission importance; risk is accepted when the benefits outweigh the costs. Risk decisions made at the appropriate levels establish and validate the span of control and authority while also denoting accompanying levels of accountability for risk decisions. The end goal is the employment of ORM techniques in most if not all decision processes.

2. Principles. Refer to AFPAM 91-215 for process characteristics and techniques.

3. ORM Steering Committees. ORM steering committees will be formed at the wing and at each group level. The wing ORM steering committee will consist of group program managers and representatives from wing staff and will be chaired by the 319 ARW/CV. The wing program manager is the 319 ARW/SEF. The wing program manager will act as a consultant for the 319 ARW/CV, providing ORM process

inputs as required. This includes program updates and implementation of command directives. The purpose of the wing steering committee is to monitor the progress of the ORM program and ensure its proper implementation throughout the wing. ORM is encouraged at all levels. Group commanders will appoint group ORM program managers and determine appropriate level for squadron advisors. Squadron commanders will then appoint squadron advisors. Group program managers and squadron advisors are considered the ORM point-of-contact (POC) for that organization.

3.1. ORM Training. Program managers and squadron advisors will attend the weeklong applications courses presented by the Transportation Safety Institute either through a "road show" or in residence at Kirtland AFB. Wing Safety will track training slots and coordinate them with AMC. All inprocessing 319 ARW personnel shall receive ORM indoctrination training as determined by group commanders. This training shall be documented on unit inprocessing checklists. Squadron advisors will also in-brief all "new comers" on the ORM program in their organization.

3.2. ORM POC Appointment. Group program managers and squadron advisors will be officially appointed by group and squadron commanders respectively via letter or e-mail. These letters will be kept on file at the Wing Safety office and updated annually or when POC's change jobs or PCS.

3.3. ORM Monthly/Quarterly Meetings. Squadron advisors or their representatives will meet with their respective group program managers at least on a monthly basis. The wing steering committee will meet on a quarterly basis. At each group and wing meeting, a designated individual will be responsible for completing the meeting minutes and filing them for future reference.

4. 319 ARW ORM Steering Committee.

JAMES A. HAWKINS, Brigadier General, USAF
Commander