

**BY ORDER OF THE COMMANDER,
PACIFIC AIR FORCES**



AIR FORCE INSTRUCTION 90-901

**PACIFIC AIR FORCES COMMAND
Supplement 1**

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Command Policy

OPERATIONAL RISK MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 90-9, *Operational Risk Management*, and AFI 90-901, *Operational Risk Management*, which establish the requirements to integrate and sustain the operational risk management (ORM) program. This instruction establishes requirements for implementing an ORM program throughout Pacific Air Forces (PACAF) area of responsibility (AOR). It assigns responsibilities for program elements and contains program management information. PACAF Numbered Air Forces (NAF) and subordinate units are responsible for establishing and sustaining their respective programs according to the program elements described in this instruction and AFI 90-901. This supplement applies to commanders, functional managers, supervisors and individual PACAF personnel. This publication does not apply to PACAF-gained Air National Guard (ANG) and Air Force Reserve (AFRES) units. It may be supplemented as needed to support local ORM programs.

AFI 90-901, 1 April 2000, is supplemented as follows:

1.1. (Added) PACAF ORM Program Guidelines. All PACAF functional areas should follow these basic concepts for integrating ORM:

1.1.1. (Added) Comprise a comprehensive system for improving individual and organizational performance in all operations.

1.1.2. (Added) Be tailored to meet the unique mission needs and operational requirements of each organization.

1.1.3. (Added) Provide the process and tools to develop and enhance awareness and understanding of at-risk activities and behavior of personnel, both on- and off-duty.

1.1.4. (Added) Ensure the application of ORM process identifies those areas where regulatory guidance is overly restrictive or otherwise not consistent with mission requirements. In this event, the risk assessment may be used to support requests for appropriate level waivers, variances, or changes, but will not in itself constitute authority to violate any directive, policy, standard, or other regulatory guidance.

1.1.5. (Added) Incorporate a systematic decision-making tool, as explained in AFPAM 90-902, *Operational Risk Management Guidelines and Tools*.

1.1.6. (Added) Ensure ORM applications are documented, where appropriate.

5.11.2. PACAF/SE will provide the PACAF ORM Program Manager. Additionally, the PACAF Program Manager will:

5.11.2.1. (Added) Develop command-specific ORM policy, requirements, and overall strategy necessary to facilitate integration and sustainment of ORM within the command.

5.11.2.2. (Added) Represent PACAF on the Air Force ORM Working Group.

5.11.2.3. (Added) Conduct staff assistance visits as necessary to ensure viable programs within all PACAF organizations.

5.11.2.4. (Added) Ensure changes are made to PACAF ORM program guidance as necessary to sustain the PACAF ORM program.

5.11.2.5. (Added) Provide ORM tools and education & training materials (primarily via the Internet), guidance, and other initiatives necessary to support ORM integration and sustainment. See [Attachment 2\(Added\)](#) for the inspection checklist.

6. (Added) PACAF Policy.

6.1. (Added) HQ Staff Directors, NAFs, wing, group and squadron commanders will:

6.1.1. (Added) Consistent with Chief of Staff of the Air Force (CSAF) direction on institutionalizing ORM processes, incorporate ORM, to the extent that it is possible and mission supportive, in strategic planning, fiscal guidance, and training and education programs.

6.1.2. (Added) Provide overall leadership and management of the PACAF ORM Program within their areas of responsibility.

6.1.3. (Added) Serve as principle advocates for ORM and as key decision-makers in allocating assets to control risk and/or accept it when mission benefits dictate.

6.1.4. (Added) Ensure visible command support for the ORM program. Commanders at all levels should ensure an ORM Advisor is appointed to oversee unit ORM activities (at a minimum, this is required at the wing and group level).

6.1.5. (Added) Know the high-risk activities their personnel participate in, both on- and off-duty. The intent is for commanders/supervisors to have the opportunity to intervene with risk mitigation tools (for example, PACAF Comprehensive Assessment of Risk & Evaluation System (CARES)) where they see the need and if they think it is appropriate.

6.1.5.1. (Added) Wing commanders will determine the high risk activities for their base. See [Attachment 3\(Added\)](#) for a partial list of high risk activities. This list is not definitive or all inclusive.

6.2. (Added) ORM Advisors will:

6.2.1. (Added) Use this instruction to implement a unit's ORM plan. This plan should consist of, as a minimum, the unit's education and training plan, policy requirements, and an integration plan. The integration plan should detail how new members are trained and briefed on the ORM processes in the unit.

6.2.2. (Added) Ensure sufficient functional representation to assure all assigned personnel are included in the ORM program. (NOTE: The role of the advisor is one of instructor, facilitator, and champion supporting organizational ORM process implementation.)

6.2.3. (Added) Complete the Applications and Integration course training either through the AFSC sponsored class, via Video Tele-Conference (VTC), by accomplishing the Level 1 through Level 3 ORM Web Based Training (WBT).

6.2.4. (Added) Provide ORM tools, education & training, guidance, and other initiatives necessary to support ORM integration and sustainment specific to their organizations and functional areas.

6.2.5. (Added) Establish procedures to ensure all personnel receive ORM education and training tailored to their needs, with additional training when warranted by mission changes. Review all training programs periodically to ensure ORM training is tailored to the needs of unit personnel.

6.2.6. (Added) Monitor use of ORM process throughout the unit to ensure sustainment of active programs. Promote the use of ORM in conjunction with a unit safety or training days.

6.2.7. (Added) As appropriate, provide the HQ PACAF ORM Program Manager with successful ORM application stories to be used in crosstells.

6.3. (Added) Section supervisors will:

6.3.1. (Added) Recommend each work center assess unique operations and make decisions based on the assessment. Other areas of consideration include development of a section hazard table identifying hazards associated with on-duty and contingency tasks; update the table as conditions change.

6.3.2. (Added) Apply ORM to all unique or one-time tasks (e.g., moving to a new building). Involve as many personnel as possible to participate in the task and add to the section hazard table.

6.3.3. (Added) When deemed appropriate by the commander/supervisor, ensure personnel, who are active in high-risk activities, are counseled about appropriate risk mitigation. A risk mitigation tool, such PACAF CARES

(<https://www.hickam.af.mil/PACAF/SE/Limited/Ground/PACAF%20CARES%202001.htm>) or other risk mitigation resource, should be used.

6.4. (Added) All PACAF personnel will comply with the PACAF ORM Integration and Sustainment Plan.

7. (Added) Training.

7.1. (Added) PACAF training is divided into four levels designed to ensure flexibility so units may tailor the training to meet the unique needs of their mission and personnel assigned. All courses listed below are available via WBT on the USAF Risk Management Information Site web page at:

<https://rmis.saia.af.mil>. The following is a description of the training available to the command:

7.1.1. (Added) The Fundamentals Course is the basic level of training consisting of an overview of ORM processes and accompanied by simplified workplace examples applicable to the employee's job. Typically provided via WBT, this training was developed and designed to provide non-supervisory personnel an exposure to ORM without the level of detail provided to supervisors. All PACAF personnel will complete the Fundamentals Course.

7.1.1.1. (Added) The Fundamentals Course will be completed within 60 days of a member's assignment to a unit and included as part of in-processing. The web-based training course available on the RMIS web page is specifically designed to meet this requirement.

7.1.2. (Added) The Essentials for Leaders Course includes a brief review of ORM fundamentals and provides intermediate-level training on ORM application.

7.1.2.1. (Added) All supervisors will complete the Essentials for Leaders Course within six months of in-processing.

7.1.3. (Added) The Applications and Integration Course is the highest level of training and completion qualifies an individual to serve as an instructor, facilitator, or advisor for all organizational ORM activities and training. This course is taught by the Transportation Safety Institute (TSI) at Kirtland AFB, or locally using AFSC course materials and AFPAM 90-902. Additionally, individuals can become qualified by completing ORM WBT modules 1, ORM Fundamentals; 2, ORM Essentials for Leaders; and 3, ORM Application and Integration. The WBT courses are available through the RMIS web site (<https://rmis.saia.af.mil>) and clicking on the ORM University button. All unit ORM advisors will complete this course.

7.1.4. (Added) Executive Overview Training is provided to senior executives, typically commanders, deputies, and branch chiefs at O-6/GS-15 or above. This training provides an understanding of the processes in use within their organizations, the benefits and limitations of current processes, and the opportunities afforded by enhanced risk management processes. Senior leaders are not expected to train others in ORM processes; however, showing support for and encouraging ORM efforts is expected. This training is available from TSI or completing the Executive Overview ORM WBT.

7.2. (Added) Organizations may substitute locally conducted introductory training in place of the Air Force ORM WBT course, provided such training includes concepts covered in the WBT. This training may be combined with Awareness Training when feasible.

7.3. (Added) All ORM training should be documented to reduce duplication of training upon a permanent change of station (PCS) or permanent change of assignment (PCA). Traditional forms of documentation include, but are not limited to, members' AF Form 623, Individual Training Record, Core Automated Maintenance System (CAMS), AFORMS, or a computer-generated product. It is recommended individuals keep any training completion certificates. Before creating computer-generated forms, contact PACAF Forms Management (DSN 449-4677) for assistance with forms analysis, probable design in the current and approved Air Force forms software, and management in PACAF forms' inventory (see AFI 33-360, Volume 2, *Forms Management Program*).

ATTACHMENT 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 33-360 Volume 2, *Forms Management Program*

AFPD 90-9, *Operational Risk Management*

AFI 90-901, *Operational Risk Management*

AFPAM 90-902, *Operational Risk Management (ORM) Guidelines and Tools*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFSC—Air Force Safety Center

AOR—Area of responsibility

CAMS—Core Automated Maintenance System

CBT—Computer Based Training

CSAF—Chief of Staff of the Air Force

DoD—Department of Defense

HQ—Headquarters

MAJCOM—Major Command

NAF—Numbered Air Force

ORM—Operational Risk Management

PACAF—Pacific Air Forces

PCA—Permanent Change of Assignment

PCS—Permanent Change of Station

TSI—Transportation Safety Institute

USAF—United States Air Force

VTC—Video Tele-Conference

WBT—Web-based Training

WWW—World Wide Web

Terms

Hazard—A condition with the potential to cause negative impact in any situation. This impact may be

financial, public perception, personal injury or death, property damage, or mission degradation.

High Risk Activities—Activities that include one or more of the following:

Poses a great risk to life or serious illness or injury.

Poses a high degree of exposure to a significant number of personnel.

Significantly increased mishap potential due to nature of activity, physical conditions, or type of equipment used.

A significant negative trend in loss of life or resources.

Mishap—An unplanned event or series of events resulting in death, injury, occupational illness, or damage to or loss of equipment or property.

Operational Risk Management (ORM)—The systematic process of identifying hazards, assessing risk, analyzing risk control options and measures, making control decisions, implementing control decisions, accepting residual risks, and supervising/reviewing the activity for effectiveness. AFPAM 90-902, *Operational Risk Management (ORM) Guidelines and Tools*, provides the definitions, guidelines, procedures and tools for the integration and execution of ORM. It has application and use for all US Air Force organizations and personnel.

ORM Advisor—Organization level ORM focal point that serves as advisor to commanders, managers, supervisors, and other personnel on ORM policy, application, and training.

Risk—An expression of consequences in terms of the probability of an event occurring, the severity of the event and the exposure of personnel or resources to potential loss or harm. A general expression of risk as a function of probability, severity, and exposure can be written as: $Risk = f(P, S, E)$.

Risk Assessment—The process of detecting hazards and their causes, and systematically assessing the associated risks.

Section Supervisor—Person responsible for the day-to-day activities of an Air Force organizational element.

ATTACHMENT 2(ADDED)

UNIT ADVISOR CHECKLIST

A2.1. Is there evidence the unit commander is an advocate for the unit ORM program? {AFI 90-901, para 3.4.} Look for minutes of meetings, policy letters, and evidence of unit ORM activities not possible without unit commander support.

A2.2. Is integration of ORM into planning at all levels supported by the Commander? {AFI 90-901, para 3.4.} Is ORM briefed and/or mandated for all plans, exercises, deployments, etc? As a minimum, these should be evident in staff meeting minutes. Copies of briefings containing ORM material should be available for review. Operational and support plans should identify maximum-performance with minimum-risk options. Also, task planning within functional areas should be accomplished using ORM principles.

A2.3. Is implementation of ORM evident throughout the unit? {PACAF Sup 1 para 6.2.6. (Added)}

A2.3.1. Can the ORM Advisor show ORM implementation for the organization in all functional areas down to shop level? Look for real-world applications data, risk control charts showing risk trends for mission-essential processes, and training data.

A2.3.2. If there are shortfalls in implementation, is there evidence the commander has been informed of these shortfalls? Look for items such as meeting minutes, policy letters, databases, and other records of activities.

A2.4. Risk Decision-Making. {AFI 90-901, para 3.2.}

A2.4.1. Are risk decisions made at the appropriate level? Look for trends of unreasonably elevated or delegated decision making.

A2.4.2. Is there a published unit policy for elevating risk decisions? Look in the commander's ORM policy letter. Is the unit policy readily available to all assigned personnel? Look for ORM policy in operating instructions, local supplements, etc.

A2.5. Has an ORM Advisor been appointed and properly trained? {PACAF Sup 1, para 6.1.4. (Added) and 7.1.3. (Added)} As a minimum, documentation should include a letter of appointment signed by the commander. The advisor should be at least a SSgt with 12 months retainability at time of appointment. If retainability is less than 12 months verify steps are being taken to train a replacement.

A2.6. Has the ORM Advisor attended the ORM Applications and Integration Course? {PACAF Sup 1, para 6.2.3. (Added)} A copy of the training certificate from the Transportation Safety Institute (TSI), a certificate from the WBT, a certificate from VTC training, or a locally developed course certificate is acceptable. A memorandum for record (MFR) or e-mail identifying a request for training or a confirmed class date for an advisor who has not yet completed training will also meet this requirement.

A2.7. Are personnel completing the ORM Fundamentals Course within 60 days of assignment to a unit? {PACAF Sup 1, para 7.1.1. (Added)} Training may have been provided as a briefing, classroom instruction, or web based.

A2.8. Have supervisory personnel completed the PACAF Essentials for Leaders Course? {PACAF Sup 1, para 7.1.2.1. (Added)} Training may have been provided as a briefing, classroom instruction, or web based.

A2.9. Is implementation of ORM in all functional areas evident? {AFI 90-901, para 4.1.} Evidence of ORM implementation in all functional areas, such as risk control charts showing risk trends for work center tasks.

A2.10. Is involvement of all personnel in ORM activities evident? {AFI 90-901, para 2.3.} Look for personnel participation from all areas. ORM should not be centrally managed; rather decentralization is important to allow unique work centers the flexibility to meet their mission needs. Informal interviews with unit personnel should provide enough data to indicate involvement. Review any documented ORM applications.

A2.11. Do supervisors ensure individuals apply ORM to day-to-day operations or tasks? {AFI 90-901, para 3.4.} Meeting minutes, checklists, job aids, training outlines or plans, visual aids, or any other evidence supporting ORM activities.

A2.12. Can personnel assigned identify the ORM 6-step process? {AFI 90-901, para 4.5.} Interview a random sampling to identify their familiarization with ORM. Wallet-cards, posters or any other aid is acceptable. Conceptually accurate responses are preferred over word-for-word recitations of text lacking in understanding of the process.

A2.13. Is there evidence that all personnel are applying ORM principles, concepts, and techniques to assess the risks associated with their daily activities, both on and off duty? {AFPD 90-9, para 5.7.} A majority of personnel asked should provide anecdotal information regarding personal application of ORM principles.

A2.14. Do commanders/supervisors know the high-risk activities their personnel participate in, both on- and off-duty? {PACAF Sup 1, para 6.1.5. (Added)} The intent is for commanders/supervisors to have the opportunity to intervene with a risk mitigation tools (for example, PACAF Comprehensive Assessment of Risk & Evaluation System (CARES)) where they see the need and if they think it is appropriate.

A2.15. Has the wing commander determined the high risk activities for their base? {PACAF Sup 1, para 6.1.5. (Added)} An example list is available in **Attachment 3(Added)** of PACAF Sup 1.

ATTACHMENT 3(ADDED)

HIGH RISK ACTIVITIES

Examples of High-Risk Activities (This list is not all inclusive):

All Terrain Vehicles riding
Auto/Motorcycle Racing
Bungee Jumping
Civil Helicopter Flying
Civil Light Aircraft Flying
Cliff Diving
Dirt Biking
Hang Gliding
Hunting
Kayaking
Kite Jumping
Kite Surfing
Mountain Climbing/Rappelling
Para-sailing
Rodeo/Bull-Riding
Scuba Diving
Sky Diving
Snow Skiing & Boarding
Snowmobile riding
Soaring
Surfing
White Water Rafting/Activities

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