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Command Policy

OPERATIONAL RISK MANAGEMENT

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1. This directive establishes the Air Force Operational Risk Management (ORM) Program. The management of risk, all dimensions of risk, is key to maximizing mission effectiveness and sustainment of readiness. ORM principles, techniques, and tools will be used to increase mission success, strengthen job performance, and identify opportunities to expand mission capabilities in all areas and at all levels, thereby strengthening the Air Force's warfighting posture.
2. The four guiding principles of ORM are: 1) **accept no unnecessary risk**, 2) **make risk decisions at the appropriate level**, 3) **accept risk when benefits outweigh the costs**, and 4) **integrate ORM into operations and planning at all levels**. To support these principles, the Air Force will apply ORM during all aspects of preparation (planning, organizing, training, equipping, and sustaining) and employment of aerospace forces.
3. The fundamental goals of ORM are to:
 - 3.1. Enhance mission effectiveness at all levels, while preserving assets and safeguarding health and welfare.
 - 3.2. Integrate ORM into mission processes, ensuring decisions are based upon assessments of risk integral to the activity and mission.
 - 3.3. Create an Air Force in which every leader, airman, and employee is trained and motivated to manage risk in all their on- and off-duty activities.
 - 3.4. Identify opportunities to increase Air Force warfighting effectiveness on the battlefield and in the operational aerospace environment, helping to ensure decisive victory in any future conflict at the least possible cost.
4. The Air Force will integrate ORM principles, techniques, and tools into doctrine, policy, planning, education, and training to induce application by personnel at all levels and in all functional areas.
5. The following responsibilities and authorities are to be derived from this policy:

5.1. SAF and HQ USAF Staffs will:

- 5.1.1. Serve as principal advocates for the ORM program.
- 5.1.2. Develop and maintain ORM implementation and sustainment plans for their functional areas that direct the integration of ORM into all operational decision-making processes.
- 5.1.3. Appoint an ORM program focal point who will develop specific ORM program policy, requirements, and overall strategy necessary to facilitate integration and sustainment of ORM within their functional community. This individual will interact with the Air Force ORM program manager to ensure continuity with the overall Air Force ORM program.
- 5.1.4. Ensure that inputs are provided to AETC for ORM related course development and integration.
- 5.1.5. Develop and provide policy, plans, and programs that support and ensure ORM integration within their functional areas.

5.2. HQ USAF/SE and HQ Air Force Safety Center will:

- 5.2.1. Serve as the lead agency for the overall cross-functional integration effort of ORM into the Air Force.
- 5.2.2. Designate an overall Air Force ORM Program Manager.
- 5.2.3. Monitor advancements and innovations in risk management for application to the Air Force ORM program.
- 5.2.4. Provide guidance and oversight of all matters pertaining to the formulation, review, and execution of policies, plans, and programs relative to the Air Force ORM program.

5.3. United States Air Force Academy will integrate the ORM process, principles, and techniques into curricula for all military education and training programs to the extent that it is both possible and mission supportive to do so. ORM integration into curriculum will be tailored to meet the unique mission of the school in consideration of the goals outlined in this Policy Directive.

5.4. Air Education and Training Command will integrate the ORM process, principles, and techniques into curricula for all education and training programs, including accession training, professional military and continuing education, and technical training. ORM integration into curriculum will be tailored to meet the unique mission of the school or program in consideration of the goals outlined in this Policy Directive.

5.5. Commanders at all Levels will:

- 5.5.1. Tailor ORM application and techniques to accommodate the unique mission needs of their organization.
- 5.5.2. Develop and maintain ORM implementation and sustainment plans for their organization that direct the integration of ORM into all operational decision-making processes.

5.6. Functional Program Managers at all levels will integrate the ORM process, principles, and techniques into curricula for all education and training programs to the extent that it is possible and mission supportive to do so. ORM integration into curriculum will be tailored to meet the unique mission of the program in consideration of the goals outlined in this Policy Directive.

5.7. All Air Force Personnel will apply ORM principles, concepts, and techniques to assess the risks associated with their daily mission and duty-related activities. They are encouraged to apply them to all other activities.

F. WHITTEN PETERS
Secretary of the Air Force

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

DODI 6055.1, *DoD Safety and Occupational Health (SOH) Program*

AFPD 90-8, *Environment, Safety, and Occupational Health*

AFPD 91-2, *Safety Program*

Abbreviations and Acronyms

HQ—Headquarters

ORM—Operational Risk Management

PDO—Publications Distribution Office

SAF—Secretary of the Air Force

USAF—United States Air Force

WWW—World-wide Web

Terms

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.

ORM Principles—

“Accept No Unnecessary Risk” - Unnecessary risk comes without a commensurate return in terms of real benefits or available opportunities. All Air Force missions and our daily routines involve risk. The most logical choices for accomplishing a mission are those that meet all mission requirements while exposing personnel and resources to the lowest acceptable risk.

“Make Risk Decisions at the Appropriate Level” - Making risk decisions at the appropriate level establishes clear accountability. Those accountable for the success or failure of the mission must be included in the risk decision process

“Accept Risk When Benefits Outweigh the Costs” - All potential benefits should be compared to all potential costs. The process of weighing risks against opportunities and benefits helps to maximize unit capability. Even high risk endeavors may be undertaken when there is a well founded basis to believe that the sum of the benefits exceeds the sum of the costs.

“Integrate ORM into Operations and Planning at all Levels” - To effectively apply risk management, commanders must dedicate time and resources to integrate risk management principles into the planning processes. Risks are more easily assessed and managed in the planning stages of an operation.

Risk—The probability and severity of loss or adverse impact from exposure to various hazards.

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

System—A composite, at any level of complexity, of personnel, procedures, materials, tools, equipment,

facilities, and software. The elements of this composite entity are used together in the intended operational or support environment to perform a given task or achieve a specific mission requirement.