

NAES STANDARD OPERATING PROCEDURE

Public Safety Department (OSH Division)

Document No: SOP005-26	Revision NO: 1	Prepared By: Walter Latosh	Approved By: Stephen Rudowski
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1.0 PURPOSE

The purpose of Operational Risk Management (ORM) is to minimize risks to acceptable levels, proportional to mission accomplishment.

2.0 APPLICATION

The application of ORM process will reduce mishaps, lower injury and property damage costs, provide for more effective use of resources, improve training realism and effectiveness, and improve readiness.

3.0 REFERENCES

OPNAVINST 3500.39

4.0 PROCEDURES

1. Identify the Hazards: Visualize the expected flow of events and identify any conditions which might result in personnel injury or death, property damage, or degraded mission performance. If some prior planning has been done, focus on changes in the operation from the original plan to help identify hazards.

a. Identify the potential sources of danger which cause risk. Examples include: poor weather, deviations from a plan, or lack of adequate rehearsal.

2. Assess the Risks: Determine which of the identified hazards present the greatest risk, considering the potential outcomes and their probability and severity.

a. Review hazards identified in step 1 and describe the overall impact using qualitative (numerical probability) analysis.

b. Determine the level of risk associated with each hazard.

c. Prioritize the hazards for action.

3. Make Control Decisions: Determine what controls can be implemented to counter the assessed risks. Determine which courses of action will best accomplish the mission.

a. Avoid risk - Can high risk elements be eliminated without compromising objectives?

b. Reduce risk - Can the mission be modified or changed to reduce the risk, perhaps by increased training or procedures?

c. Spread the risk - Example: increase exposure distance or limit exposure time.

d. Transfer the risk - Kill it with technology. Send the mission to a unit better suited to handle the task. Use a machine versus a person.

e. Allocate the resources to the prioritized list of risks. Resources include: time, money and manpower.

f. Resources should be allocated to improve the balance between benefit and risk. Avoid excessive resources to completely eliminate risks when a simple reduction is sufficient.

g. Make decisions at the lowest possible level. Elevate to a higher level when necessary.

Consider the following tools to aid the decision-making process:

- Regulations and specific decision-level guidance.
- Decision logic table.
- Joint planning publications.
- Risk management guidelines.
- Lessons learned from previous operations.

4. Risk Control Implementation: Implement the controls and the courses of action decided on in the previous step.

- a. Controls may be substantial such as writing an instruction or as simple as conducting a safety briefing.
- b. Implement control measures in an organizational context. Get input from the field, make sure people will understand the control measures.
- c. Generate command commitment before implementation. Look for ways to demonstrate that commitment.
- d. Launch the option, provide visual aids, include in job guides. Be clear on who has responsibility for implementation at department level. Provide a clear line of accountability.
- e. Design in ownership. Deploy with a plan to measure success.

5. Supervise and Review: Monitor the operation for effectiveness of the controls and changes. Correct ineffective controls and begin the ORM process again as further changes occur.

- a. Actions go beyond making sure people do what is expected of them. Actions include follow-up to evaluate and adjust risk management decisions and controls as necessary.